



LONDON FIRE BRIGADE

LFB KPI Report January 2024

Appendix 1

Data as of 31st December 2023



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Performance at a Glance

% TIME SPENT ON PREVENTION (C4-01)

11.33%

Down by 1.06 pp. compared to last quarter

% TIME SPENT ON PROTECTION (C4-02)

2.22%

Down by 0.87 pp. compared to last quarter

% HIGH RISK HFSVS (C4-03)

55.07%

Down by 3.53 pp. compared to last quarter

AFA NON-DOMESTIC (C4-04)

6,439

Up by 440 compared to last quarter

STAFF SICKNESS (C5-03)

8.28%

Up by 0.17 pp. compared to last quarter

APPLIANCE ARRIVAL TIMES (C3-01 & C3-02)

1st 05:26 (m:ss)
Up by 6 seconds compared to last quarter

2nd 06:52 (m:ss)
Up by 2 seconds compared to last quarter

Key		Protecting You
		Learning From Others
		Adding Value
		Engaging With You



RIDDOR INCIDENTS (C5-01)

22

Up by 11 compared to last quarter

FIRES IN HOUSES & BUNGALOWS (C7-03)

390

Up by 58 compared to last quarter

STAFF COMPOSITION

18.01%

ETHNIC MINORITIES (C1-03)
Up by 0.03 pp. compared to last quarter

18.61%

WOMEN (C1-02)
Up by 0.20 pp. compared to last quarter

FIRES IN FLATS (C7-05)

584

Up by 63 compared to last quarter

Grenfell Recommendations Completed	HMI Round 2 Recommendations Completed	HMI Round 2 Actions Completed
28/29 (LFB-specific) 37/40 (Total) 0 closed since last quarter	12/46 +5 submitted to CB for closure in Q3	46/91 +9 submitted to CB for closure in Q3

ONLINE HOME FIRE SAFETY CHECKS (C2-01)

3,815

Up by 65 compared to last quarter

*PP. Percentage Points

LFB Performance Summary

On Target KPIs

Code	Indicator Name	Last value	Last point	Target	Last Q value	Q target	On/Off Target
C1-01	Community Satisfaction	88.00%		85.00%	88.00%	85.00%	
C1-05	Staff Composition - LGB	5.98%		4.60%	5.98%	4.60%	
C3-01	Average first appliance arrival time	05:25		06:00	05:26	06:00	
C3-02	Average second appliance arrival time	06:48		08:00	06:52	08:00	
C3-03	First appliance arrival within 10 minutes	96.36%		90.00%	96.13%	90.00%	
C3-04	First appliance arrival within 12 minutes	98.61%		95.00%	98.53%	95.00%	
C3-05	Alleged fire risks addressed within 3 hours	83.33%		90.00%	93.10%	90.00%	
C4-01	Station staff time spent on prevention activity	10.08%		10.00%	11.33%	10.00%	
C5-02-B	Pay gap - BAME	0.83%		3.00%	0.83%	3.00%	
C5-02-C	Pay gap - Disability	-1.54%		3.00%	-1.54%	3.00%	
C7-01	Number of fire deaths	39		50	39	50	
C7-02	Number of fire injuries	717		1,000	717	1,000	
C7-03	Number of fires - Houses & Bungalows	141		1,700	390	425	
C7-04	Accidental fire deaths in the home	29		35	29	35	
C7-05	Number of fires - Flats	184		2,400	584	600	
C7-06	Number of fires - Care homes	19		330	61	83	

Performance Data Highlights

- Some KPIs, such as [station staff time spent on prevention \(C4-01\)](#), have experienced seasonality that we expect.
- The [number of fire injuries \(C7-02\)](#) are decreasing and are well within target.
- We continue to perform well across all [four arrival time targets \(C3-01 – C3-04\)](#).
- [Number of fires across all property types \(C7-03, C7-05, C7-06\)](#) are within target.
- We have had the highest [community satisfaction ratings \(C1-01\)](#) since measurement started in August 2021.
- We have met our long-term target for [staff composition – LGB \(C1-05\)](#).

	Special cause improvement: sequence of at least 7 consecutive points above or below the mean
	Point beyond the control limits, showing improvement
	Special cause improvement, and point beyond the control limits
	Special cause worsening: sequence of at least 7 consecutive points above or below the mean
	Point beyond the control limits, showing worsening
	Special cause worsening, and point beyond the control limits

RAG Status		Performance on target
		Performance within 10% of target
		Performance more than 10% off target

LFB Performance Summary

Off Target KPIs

Code	Indicator Name	Last value	Last point	Target	Last Q value	Q target	On/Off Target
C1-02	Staff Composition - Women	18.61%	●	20.00%	18.61%	20.00%	■
C1-03	Staff Composition - Ethnic Minority	18.01%	●	19.00%	18.01%	19.00%	■
C1-04	Staff Composition - Disabled	8.63%	●	10.00%	8.63%	10.00%	■
C2-01	Number of triages via online home fire safety checker	1,144	●	16,500	3,815	4,125	■
C3-06	Ratio of high risk audits completed	42.46%	●	60.00%	39.71%	60.00%	■
C4-02	Station staff time spent on protection activity	2.19%	●	5.00%	2.22%	5.00%	■
C4-03	Percentage of high risk home fire safety visits	52.94%	●	60.00%	55.07%	60.00%	■
C4-04	False alarms due to automatic fire alarms in non-domestic buildings	1,949	●	21,000	6,439	5,250	■
C5-01	Number of RIDDORs	5	●	59	22	15	■
C5-02	Pay gap - Sex	-5.46%	●	3.00%	-5.46%	3.00%	■
C5-03	Staff sickness	8.67%	●	5.75%	8.28%	5.75%	■
C5-04	Percentage of staff trained to respond to marauding terrorist attacks	42.41%	●	85.00%	42.41%	47.00%	■
C5-05	Percentage of managers who have completed training against plan	80.21%	●	95.00%	80.21%	95.00%	■

Performance Data Highlights

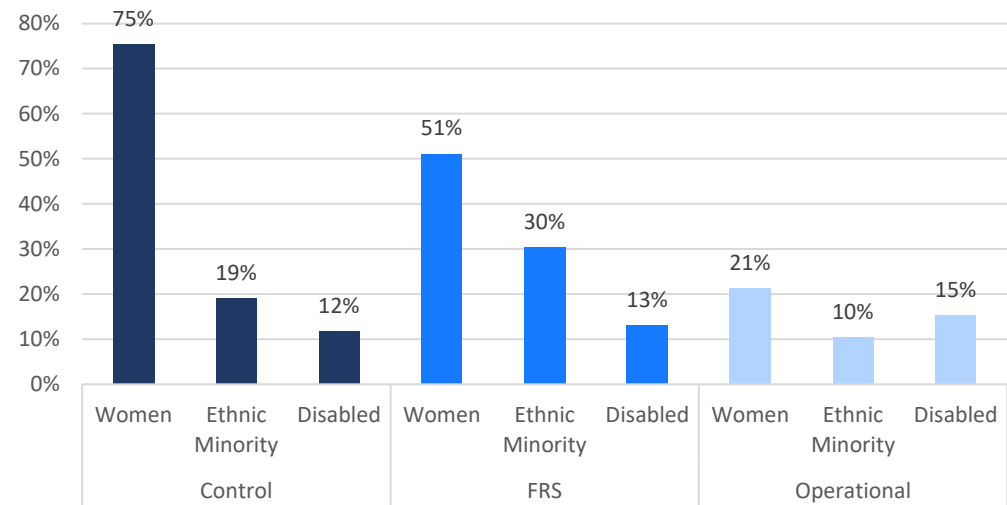
- Some KPIs, such as [staff sickness \(C5-03\)](#) have experienced seasonality that we expect.
- Staff composition continues to gradually increase for [women \(C1-02\)](#) and [ethnic minority staff \(C1-03\)](#), though we are unlikely to meet the 2023/24 target.
- We are also continuing to see above-average engagement on the [online Home Fire Safety Checker \(C2-01\)](#).
- Our performance in completing [high-risk audits \(C3-06\)](#) has been challenging due to an increasing national skills shortage of fully qualified fire safety inspectors. We have done a lot to counter this and continue to work to mitigate the impact.
- [MTA training \(C5-04\)](#) is slightly off-trajectory and the delivery of practical sessions is expected to be delayed but LFB are on target for the priority segments of the project so far.
- [Percentage of managers who have completed training against plan \(C5-05\)](#) is off-trajectory due to planned step-down of one workshop.

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RAG Status	■	Performance on target
	■	Performance within 10% of target
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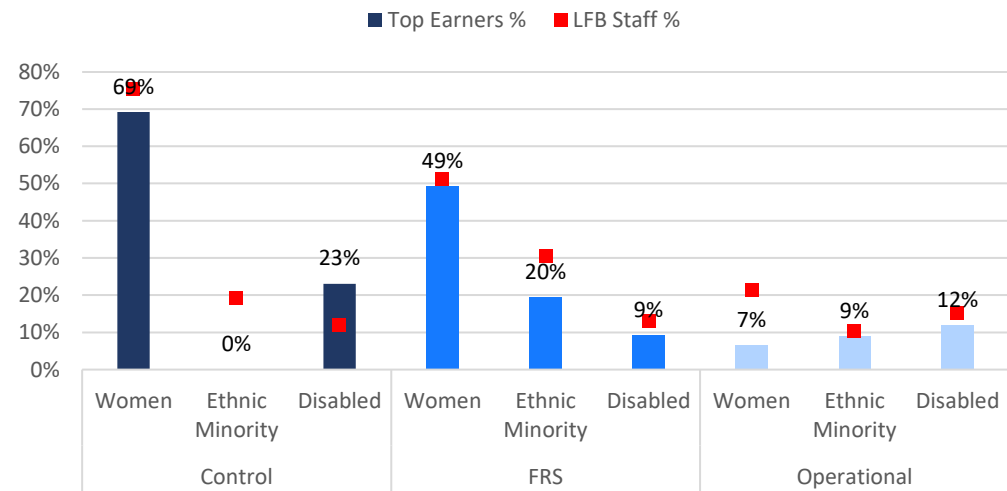
Workforce data

Workforce Composition



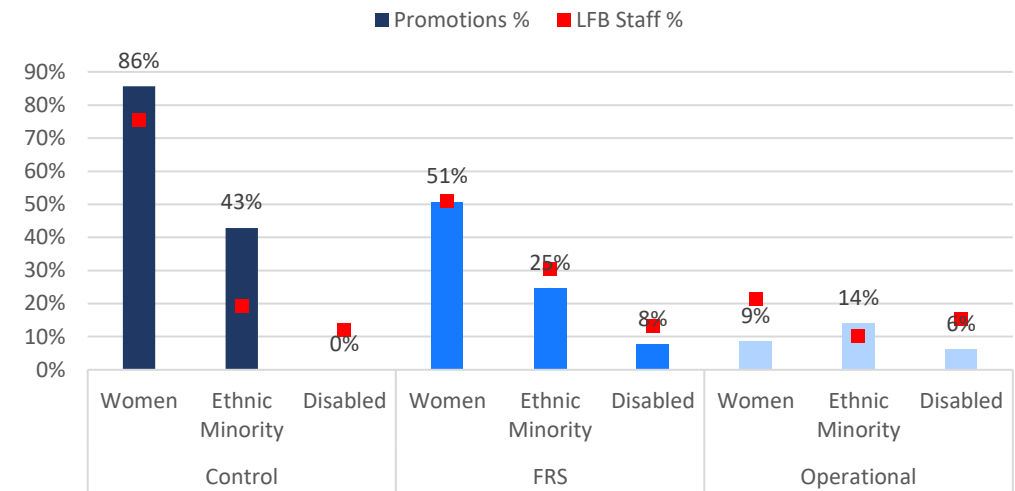
Data as at 31 December 2023

Top Earners



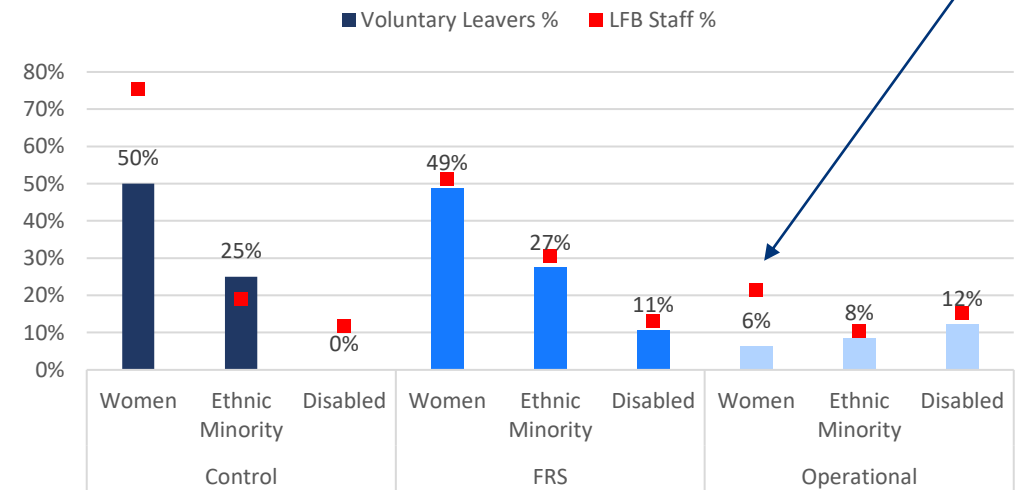
Data as at 31 December 2023

Promotions



12 month rolling data ending 31 December 2023

Voluntary Leavers

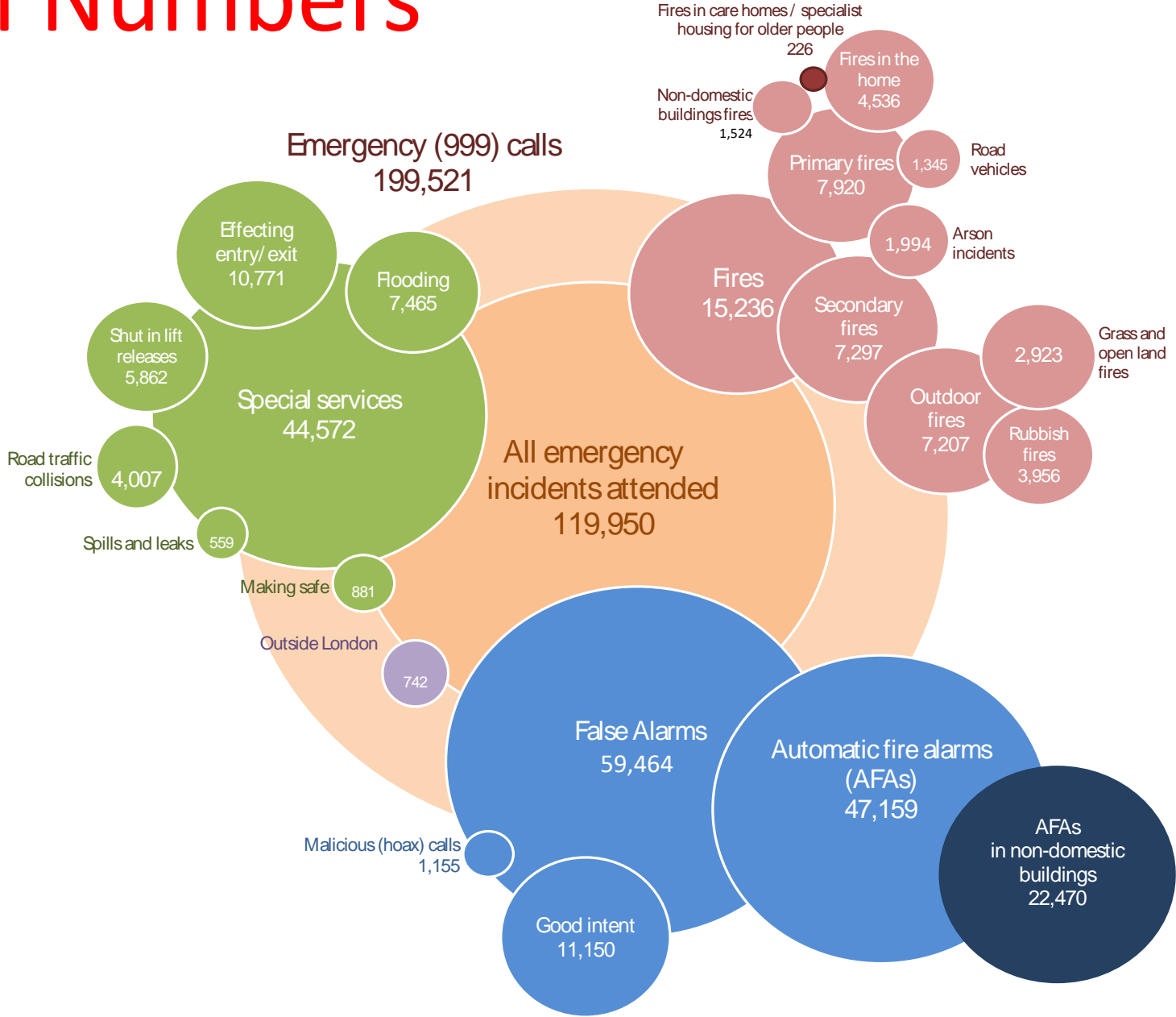


12 month rolling data ending 31 December 2023

Example: Women represent 21% of Operational staff (red dot) but 6% of voluntary leavers amongst the Operational staff group

Key		Control
		FRS
		Operational
		LFB Staff %

Incidents in Numbers



Understanding the Graphs

Statistical Process Control (SPC) Charts

Statistical Process Control (SPC) charts are used to study how a system or process changes over time. It allows us to understand what is ‘different’ and what is the ‘norm’. By using these charts, we can understand where the focus of work needs to be concentrated in order to make a difference.

We can also use SPC charts to determine if an improvement (i.e. a project) is actually making the positive change we expect and use them to predict statistically whether a process is capable of meeting a target.

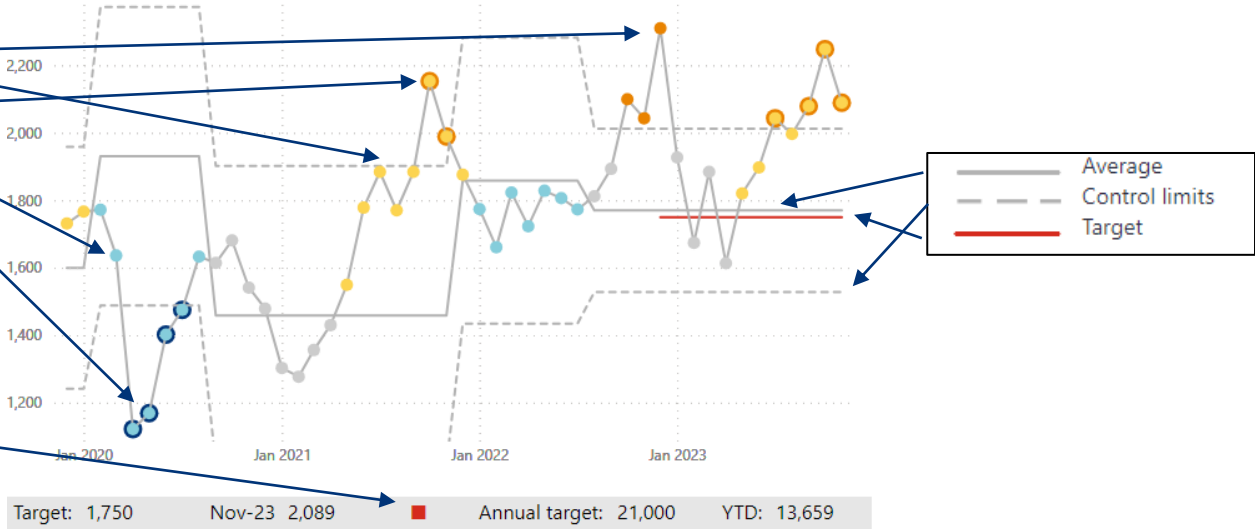
The SPC chart key explains the different types of circle that can represent monthly data as well as the different types of reference line that are visible on every SPC chart.

SPC charts are used for the following KPIs: C2-01, C3-01, C3-02, C3-03, C3-04, C3-05, C3-06, C4-01, C4-03, C4-05, C4-06, C5-01, C5-03, C7-01, C7-02, C7-03, C7-04, C7-05 and C7-06

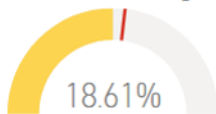
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RAG Status		Performance on target
		Performance within 10% of target
		Performance more than 10% off target



YTD actuals vs target



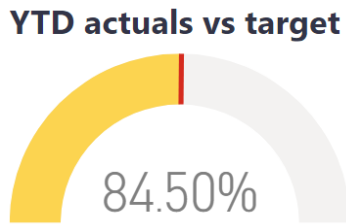
Tracking Progress to date

Whilst the SPC charts are used to monitor performance over time, we have also included a visual for each Key Performance Indicator (KPI) which shows Year to Date (YTD) performance. For example, the visual on the left shows cumulative performance of 18.6% YTD which is just below the target represented by a red line.

Engaging with You

We will work with you to provide localised services that meet your needs

C1-01: Community Satisfaction Ratings



KPI definition: Polling by YouGov - percentage who agree with the statement “I think the services provided by London Fire Brigade to protect and serve London are the right services”
Rationale: To ensure our communities feel we are providing the right services to meet their needs

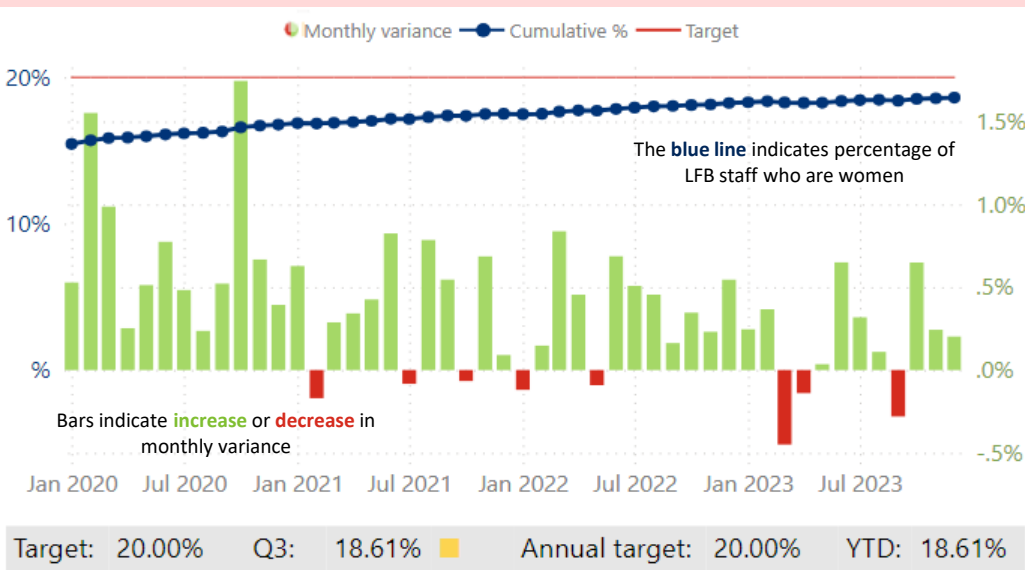
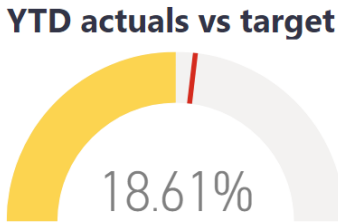
LFB has been carrying out public opinion polling twice a year since early 2019. Public opinion polling is one of the measures we use to understand how different communities across London feel about LFB, what their levels of trust are and how they understand or interact with our services. We are currently meeting our target for whether the public feel that our services are the right services.

The response in August 23 was a 7% rise from the previous poll and is the highest response since we began asking the question in August 2021. We aim to drive up performance for this indicator through engaging with communities about how we adapt our services as their needs change, as well as by working with the public and external stakeholders to share information about our services. The next public opinion poll is expected to be carried out in spring 2024.

Engaging with You

We will work with you to provide localised services that meet your needs

C1-02: Staff composition – Gender (Women)



KPI definition: Total monthly count of LFB employees who are women, as a percentage of all LFB employees

Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

*Additional data on staff composition by Occupational Group and proportion of Women staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

LFB has continued to improve the number of women it recruits this quarter and is close to meeting this target. In order to reach or exceed it, the following activity has been delivered or is planned:

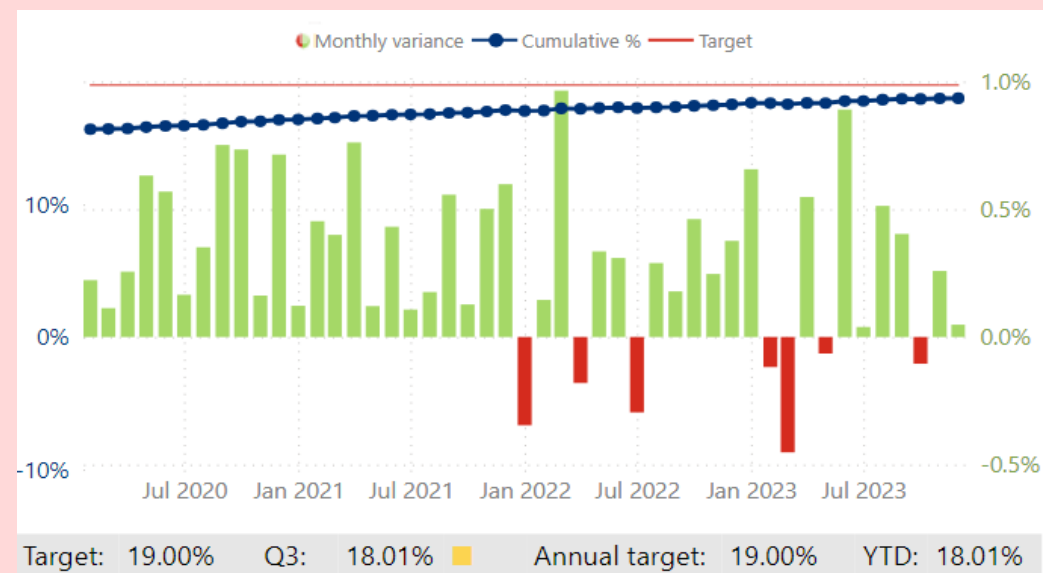
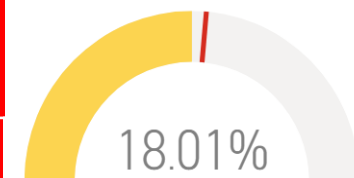
- The Outreach Team runs a number of Experience Days to allow potential future applicants to visit a fire station for a day and take part in a firefighter facilitated event and focuses much of its efforts on reaching out to a diverse applicant pool. It is important these days provide potential candidates with a realistic and honest portrayal of the role to assist with retention.
- Between January and December 2023, the Outreach team attended 324 events. These include experience days/festivals/community events/job fairs/youth engagement and Outreach recruitment sessions. Approx 390 women to date have expressed an interest in joining the Brigade at these events.
- LFB continues to support and work with equality support groups such as Women in the Fire Service and FBU’s Women’s Action Committee. Members of these networks have been seconded full-time to work in the Positive Improvement Team based at LFB HQ where, as part of a wider team, they will continue to champion women in LFB and ensure our policies and processes are supportive of their members.
- LFB recently undertook a review of maternity pay and provision, which was supported by the GLA. This led to a new Maternity Policy being launched which increases the period of paid maternity and adoption leave from 15 weeks full pay and 24 weeks half pay, to 39 weeks full pay and 13 weeks half pay. A wider review of other family friendly policies will follow. We hope this will alleviate any financial hardship issues and support family friendly choices. We also hope it is seen as a benefit for women who would like to join LFB in the future and it is listed amongst the benefits on job advertisements.
- People Services are working with QCG Consultancy who returned a draft report on a wider review of benefits which may help to attract more women into the Brigade and increase gender diversity in December 2023. LFB are reviewing the outputs of this draft report and assessing the best actions to move forward.

Engaging with You

We will work with you to provide localised services that meet your needs

C1-03: Staff composition – Ethnic Minority Staff

YTD actuals vs target



KPI definition: Total monthly count of LFB employees who are from a minority ethnic background, as a percentage of all LFB employees

Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

*Additional data on staff composition by Occupational Group and proportion of Ethnic Minority staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

LFB has continued to improve the ethnic diversity of the staff it recruits this quarter and is close to meeting this target. In order to reach or exceed it, the following activity has been delivered or is planned:

- The Outreach Team runs a number of Experience Days to allow potential future applicants to visit a fire station for a day and take part in a firefighter facilitated event and focuses much of its efforts on reaching out to a diverse applicant pool. It is important these days provide potential candidates with a realistic and honest portrayal of the role to assist with retention.

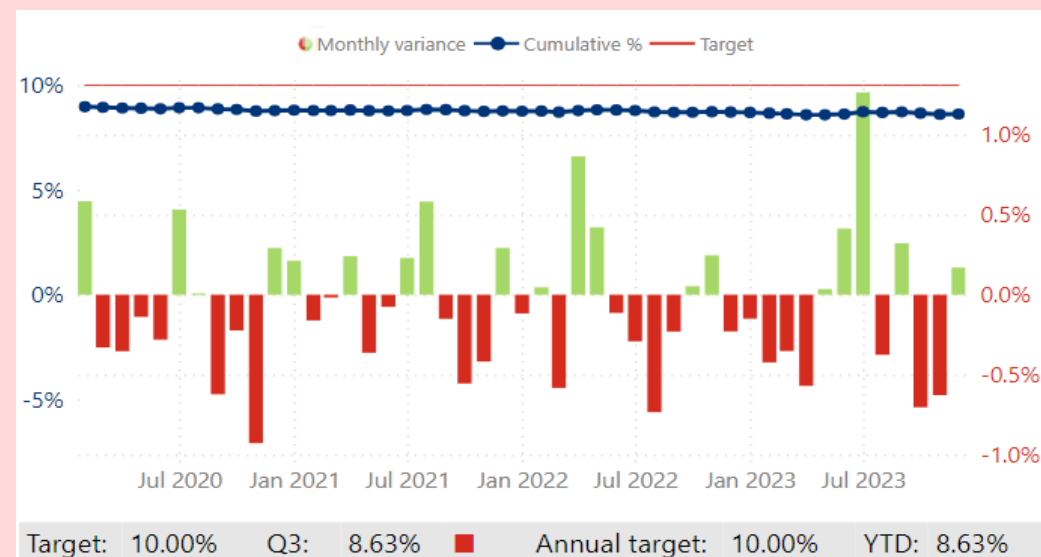
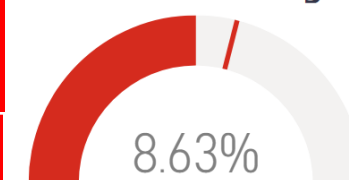
- Between January and December 2023, the Outreach team attended 324 events. These include experience days/festivals/community events/job fairs/youth engagement and Outreach recruitment sessions. Approx 869 ethnic minority people to date have expressed an interest in joining the Brigade at these events.
- LFB continues to support and work with equality support groups such as Fairness, Asian Fire Service Association and the FBU's Black & Ethnic Minority Members. Members of these networks have been seconded full-time to work in the Positive Improvement Team based at LFB HQ where, as part of a wider team, they will continue to champion underrepresented staff in LFB and ensure our policies and processes are supportive to their members.
- Further areas for consideration include the impact of the recruitment of transferees who are typically less diverse than our workforce or the population of London, though are a vital part of our workforce planning strategy to reduce the Average Vacancy Margin. This is therefore considered carefully each month at Establishment Board to maintain the balance between securing the skills LFB needs and ensuring that our workforce reflects the population of London. There has been no change since the last quarter but there will be new transferee cohorts in the next quarters.
- A programme of events was held during October to celebrate Black History month, including the 75th anniversary of Windrush. On 1 October, Islington Fire Station hosted an African / Caribbean themed open day, where the public could meet our firefighters, browse and buy at stalls selling African / Caribbean arts, crafts and products whilst listening to the London International Gospel Choir, Inspiration Worship Team Choir and LFB Choir. There was a Djembe drum performance, a dance and fashion show by an Eritrean youth group and DJs playing reggae, Afro Beats and Soca. The African Caribbean Leukaemia Trust were there to encourage people to register on their worldwide donor database.
- Our theme for the month was 'Celebrating our Sisters', where we asked black women across the Brigade to share their stories. Pictures and stories were featured on Hotwire and Yammer, where our colleagues explained why they joined the Brigade, their proudest moments and what Black History month means to them.
- Our Fairness and B&EMM (Black & Ethnic Minority) equality support groups hosted a 'Hidden Heroes' talk at headquarters in honour of the Windrush Generation, featuring a presentation by historian and author Tony Warner.
- Then in a historic first, the LFB's first all-Black female firefighting crew showcased a ladder drill at the Tottenham Fire Station open day, concluding the theme of Celebrating our Sisters with a powerful demonstration of team work and operational excellence.

Engaging with You

We will work with you to provide localised services that meet your needs

C1-04: Staff composition – Disability

YTD actuals vs target



KPI definition: Total monthly count of LFB employees who have disclosed a disability, as a percentage of all LFB employees

Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

*Additional data on staff composition by Occupational Group and proportion of Disabled staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

This data shows percentage of all staff who have disclosed a disability, largely showing very low monthly variances. Disclosure is voluntary and may be affected by a number of factors, including confidence in the organisational response. This latter can only be improved by consistent, visible action around areas such as:

- ensuring that recruitment and promotions processes are fair and appropriate,
- Supporting staff through reasonable adjustments where possible – this will vary based on role;
- Promotion of equalities impact assessment of processes, policies and strategies, with pushback where unnecessary barriers to entry, development or progression are identified.

In furthering the above, work is underway to:

- Ensure all job advertisements carry clear information regarding the availability of reasonable adjustments for the assessment process, and regarding the Workplace Adjustments Passport;
- Launch the Workplace Adjustments Passport, which will be available for all staff. The Passport is an online live record of an individual's workplace adjustments (sometimes referred to as reasonable adjustments) and the discussions that have been held with line managers. Information held will include:
 - Learning support adjustments agreed and uploaded by the Learning Support team
 - Wellbeing adjustments agreed with relevant subject matter experts and line managers, including caring responsibilities.
- Ensure that staff receive effective training and support in the EIA process.

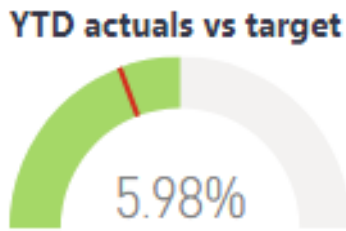
LFB continues to support and work with equality support groups such as the Disability Working Group to ensure our policies and processes are supportive of staff with disabilities.

Additional work is being undertaken to build a resourcing strategy for the Brigade that will support the targeting of underrepresented groups across all job groups. Engagement from a wider group of internal stakeholders will be sought in Q4.

Engaging with You

We will work with you to provide localised services that meet your needs

C1-05: Staff composition – Lesbian, Gay, Bisexual (LGB) Staff



Target: 4.60% Q3: 5.98% Annual target: 4.60% YTD: 5.98%

LFB has met and exceeded its target to recruit LGB staff with continued progress, but knows it has a lot more to do to support existing LGB staff to feel safe and openly express themselves . Within the wider programme of cultural change, to maintain progress and ensure safety and dignity at work, LFB is undertaking activities to support LGB colleagues.

LFB continues to support and work with equality support groups including the LGBTQ+ group. Members of this network have been seconded full-time to work in the Positive Improvement Team based at LFB HQ. As part of a wider team they will continue to champion LGBTQ+ staff and ensure our policies and processes are supportive to their members.

KPI definition: Total monthly count of LFB employees who have disclosed their sexual orientation as Bisexual, Gay, Lesbian or Other, as a percentage of all LFB employees
Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

Engaging with You

We will work with you to provide localised services that meet your needs

C1-06: Development of the Community Impact Tool

LFB is working with an external partner on refining and developing our social impact framework. This includes developing a social impact tool for the Brigade, which will have reportable indicators.

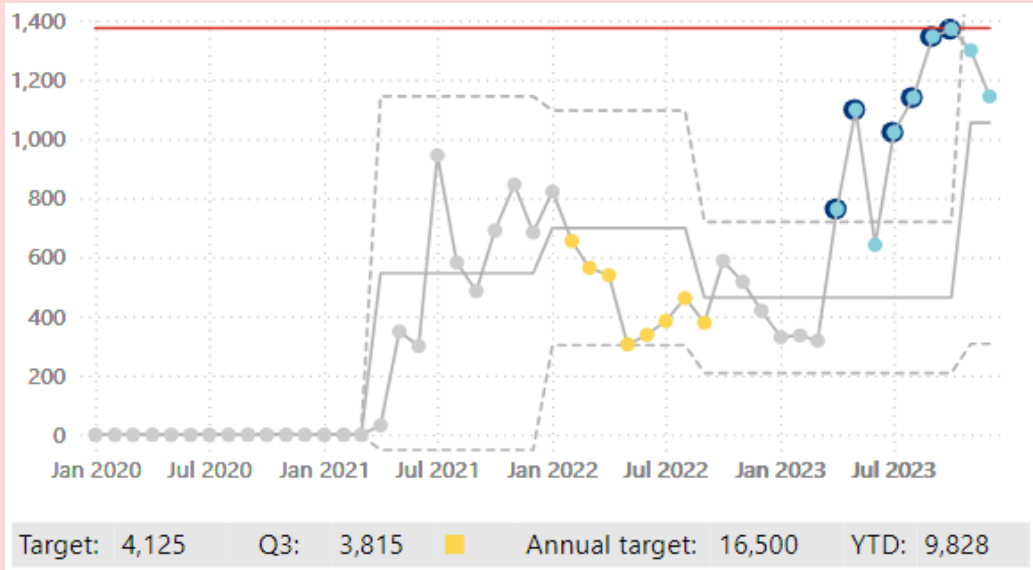
As of January 2024 we have facilitated focus groups with staff across the Brigade, as well as community members and partner agencies. We have produced a first draft of the social impact framework and report, which is going through stages of review with internal stakeholders.

Engaging with You

We will make it easy for you to access our services

C2-01: Triages via our Online Fire Safety Checker

YTD actuals vs target



KPI definition: Number of triages completed online, identifying households at risk of a fire
Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

Our effective public campaign continues to drive strong performance here. The Home Fire Safety Checker (HFSC) triages are an important measure for the Brigade as this supports our strategy to focus our resources on those at greatest risk by offering in-person visits within 4 hours or one week.

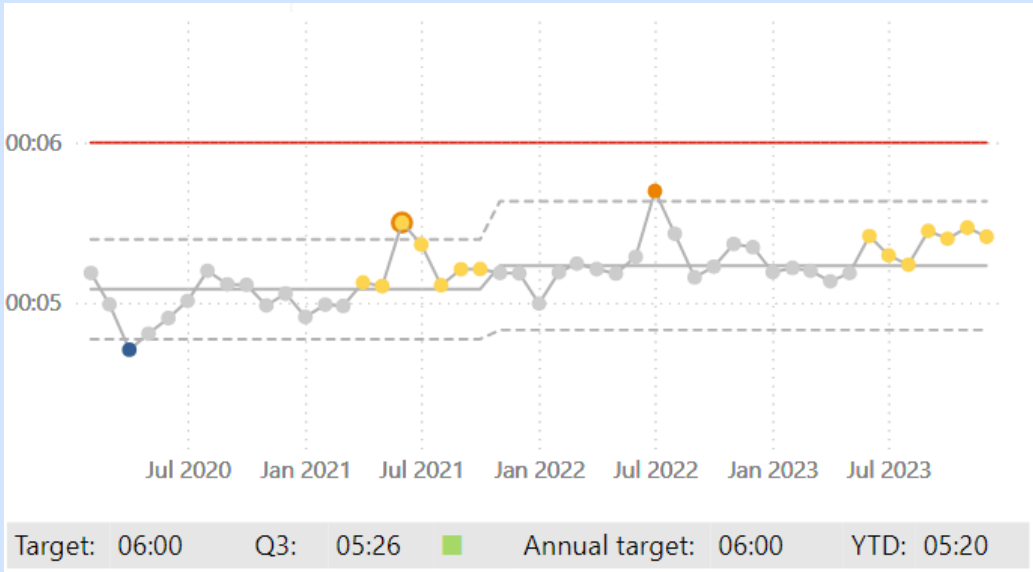
Quarter three performance was very strong and there were 3,815 triages. This is the highest number of triages completed over a three month period since the launch of the HFSC in 2021. It also had the month with the highest number of completed triages – 1,371.

Our current strategy, including the investment in this campaign, has helped us to achieve the best quarter since the launch of the HFSC, and there are further strong interventions in the pipeline. The Brigade is aiming to further increase triages through a combination of measures. These include continued investment in public digital campaigns and optimisation of the Checker to reach more people. In addition, staff and partners will be supported to reference and promote the checker during appropriate interactions with communities.

Protecting You

We will adapt our services as your needs change

C3-01: Average First Appliance Arrival Time



KPI definition: Monthly average arrival time of first fire engine to arrive at an incident within six minutes of being mobilised

Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have the best average attendance times in the country - despite the challenges of London’s crowded and complex environment - but not complacent. Therefore, the robust local performance monitoring and effective prioritisation of operational resource that underpin our performance will continue.

There has been a very small upwards trend in the average in the last two quarters but overall, LFB continues to perform well within target for London wide average first appliance arrival time.

Protecting You

We will adapt our services as your needs change

C3-02: Average Second Appliance Arrival Time



KPI definition: Monthly average arrival time of second fire engine to arrive at an incident within eight minutes of being mobilised

Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have the best average attendance times in the country - despite the challenges of London's crowded and complex environment - but not complacent. Therefore, the robust local performance monitoring and effective prioritisation of operational resource that underpin our performance will continue.

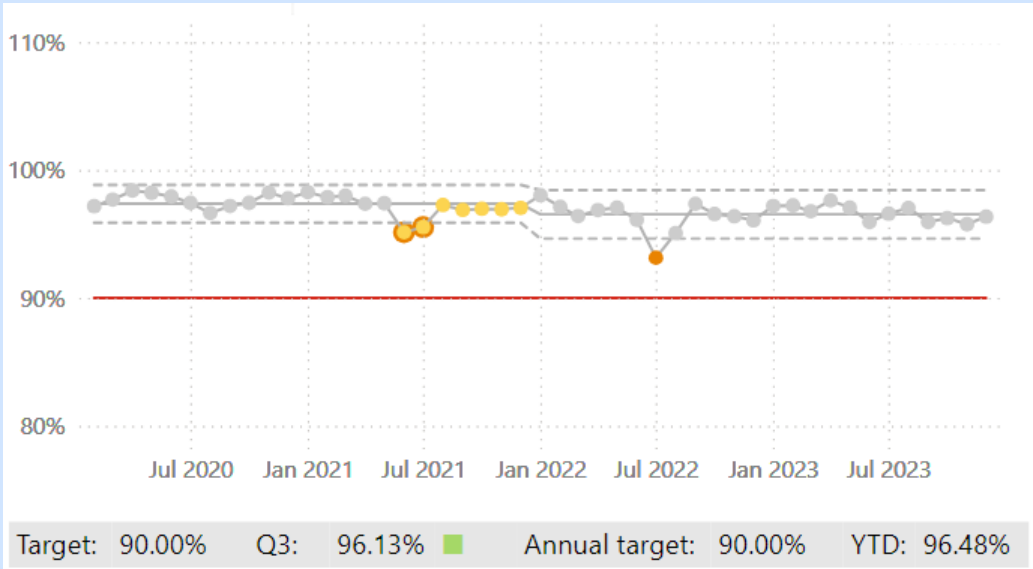
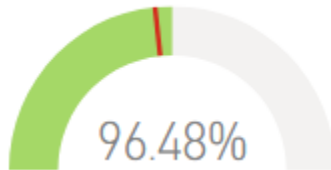
LFB continues to perform well within target for London wide average second appliance arrival time.

Protecting You

We will adapt our services as your needs change

C3-03: First appliance arrival within 10 minutes

YTD actuals vs target



KPI definition: A fire engine anywhere within London in 10 minutes on 90% of occasions
Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

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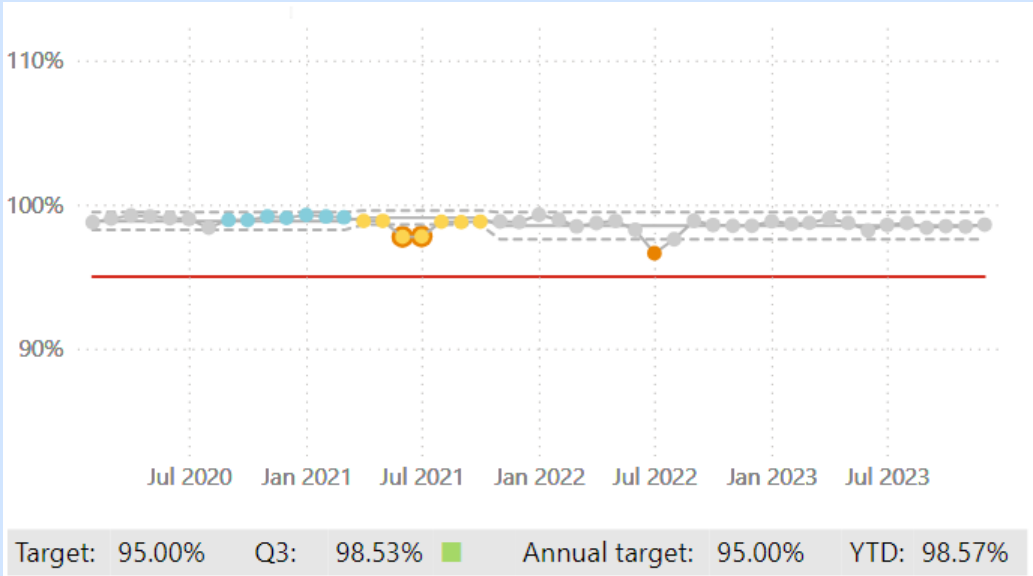
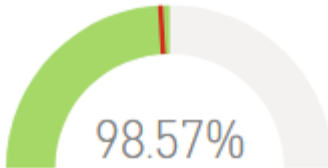
LFB continues to perform well within target for London wide percentage first appliance arrival within 10 minutes.

Protecting You

We will adapt our services as your needs change

C3-04: First appliance arrival within 12 minutes

YTD actuals vs target



KPI definition: A fire engine anywhere in London in 12 minutes on 95% of occasions
Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

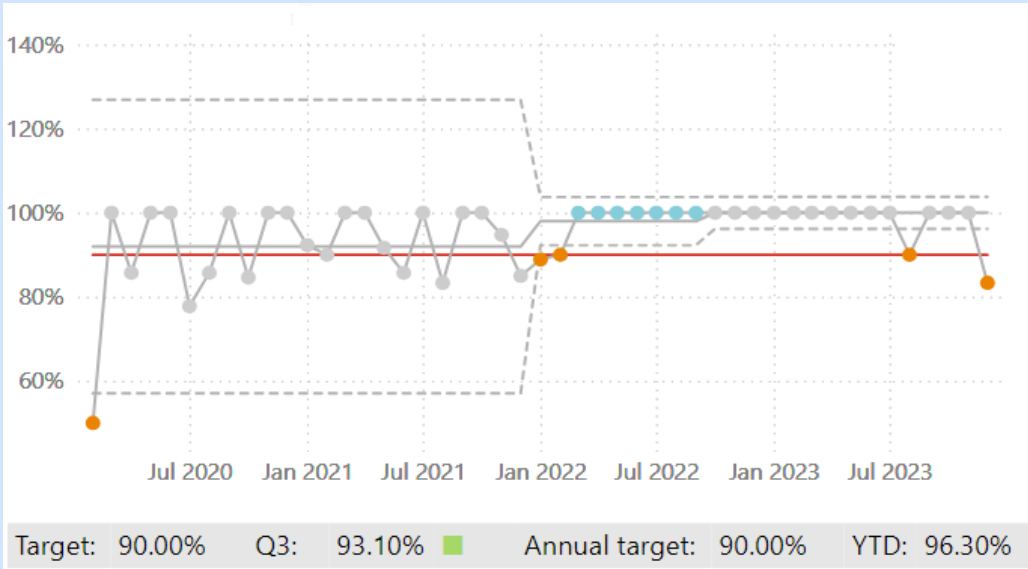
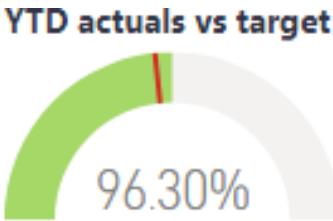
LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have the best average attendance times in the country - despite the challenges of London’s crowded and complex environment - but not complacent. Therefore, the robust local performance monitoring and effective prioritisation of operational resource that underpin our performance will continue.

LFB continues to perform well within target for London wide percentage second appliance arrival within 12 minutes.

Protecting You

We will adapt our services as your needs change

C3-05: Alleged fire risks addressed within 3 hours



KPI definition: Total monthly count of completed Alleged Fire Risks (AFR) investigations following notification to the Brigade of concerns about fire safety arrangements and/or concerns that indicate there are persons at risk. The investigations must take place within a three-hour time period by an Investigating Officer

Rationale: Responding quickly to alleged fire risks remains a core part of prevention activity

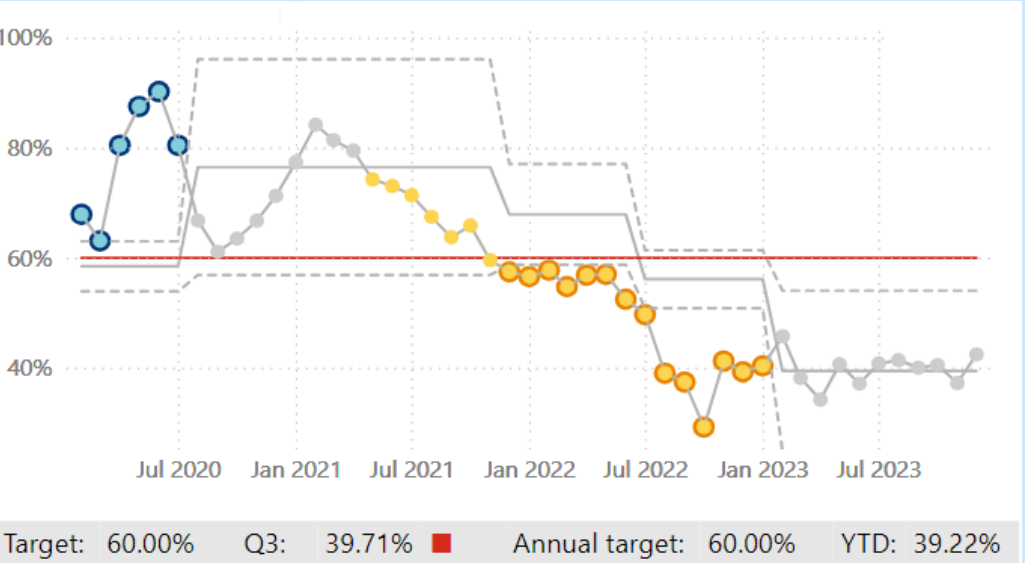
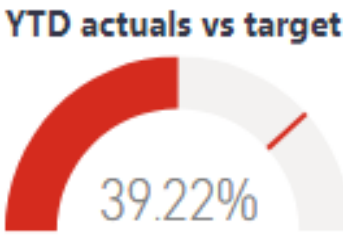
The Alleged Fire Risks (AFR) performance monitoring reports demonstrate consistent positive performance over an extended period of time, indicating overall current processes are effective where initial investigation indicates that there are persons at risk.

LFB continues to perform well in this area when serious fire risks are presented, and this continues to be a high priority. December performance fell below target as there were a total of 5 alleged fire risks and 1 of those was addressed at exactly 3 hours, hence missing the target by 1 minute.

Protecting You

We will adapt our services as your needs change

C3-06: Ratio of high-risk audits completed



KPI definition: Total high-risk audits completed on premise types such as Hospitals, Care Homes, Purpose Built Flats that have 4 or more floors, Hostels, Hotels, Houses converted to flats or other sleeping accommodation divided by the total number of audits completed

Rationale: We want to make best use of our resources. Overall audits will be part of the summary protection metric (slide 24) but we will separately track high risk audits

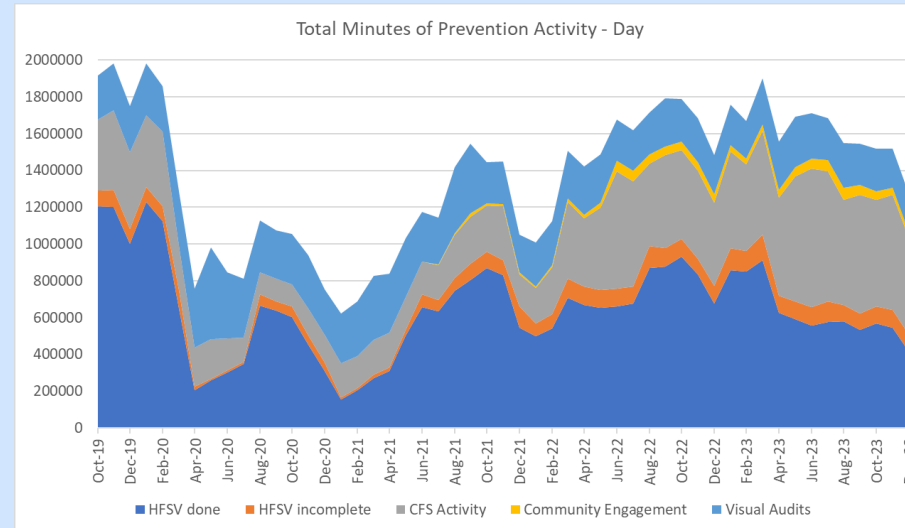
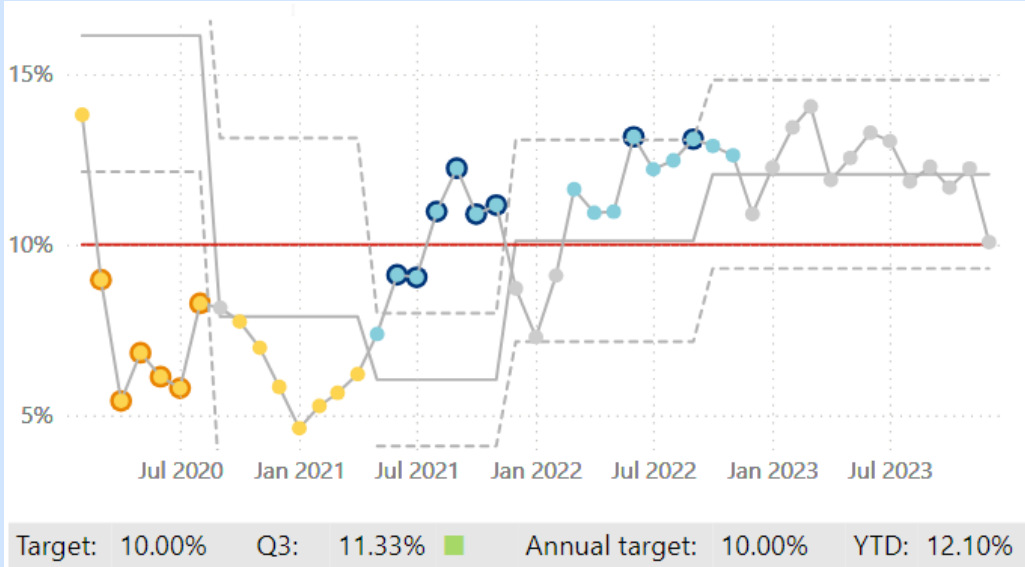
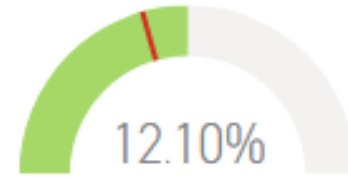
Performance against this target is impacted by an increasing national skills shortage of fully qualified fire safety inspectors. Higher risk audits can only be undertaken by fully competent staff – normally requiring circa 2.5 years to reach this level. LFB cannot compete with the private sector and in some cases even other public sector organisations, who recruit smaller numbers but pay far more for those skills. The new Building Safety Regulator is also actively recruiting from the same talent pool, which further compounds the issue. As a result, our current attrition rate is circa 15%, which is higher than the previously predicted rate of 10%. LFB are also finalising a Protection specific workforce plan to help map recruitment, training and competency, against the current challenges and emerging pressures such as the BSR. LFB has done a lot to counter this, including setting up and growing its own academy, which attracts and trains more inspecting officers than anywhere else in the UK. LFB are also developing a further proposal to pilot a scheme to improve the ‘employee value proposition’ in conjunction with the LFB’s leadership team. By providing pension abatement to retain the most experienced staff alongside a better market rate supplement, LFB is hoping to improve overall retention. The Commissioner has raised the issue with national government and continues to engage all stakeholders to call for the necessary investment to address what is a serious shortage of competent professionals.

Protecting You

We will design services around your needs and concerns

C4-01: Station staff time spent on Prevention - Day

YTD actuals vs target

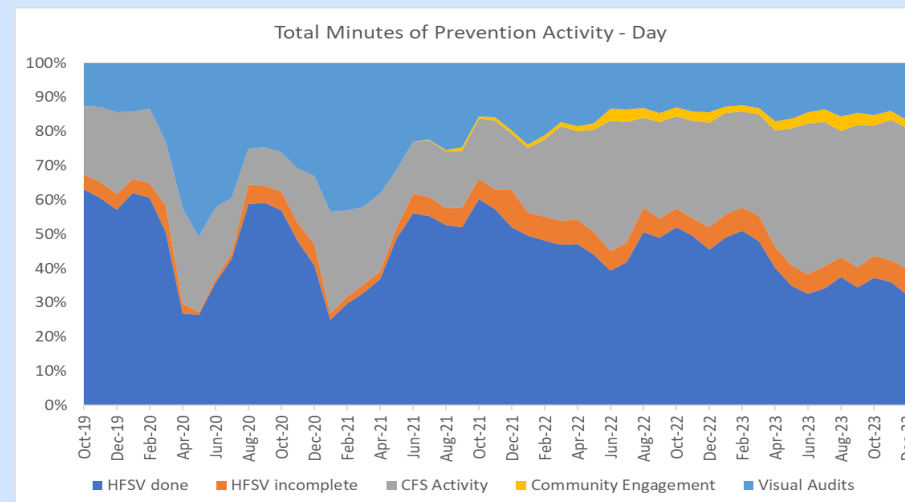


KPI definition: Operational staff total minutes spent per month during day shifts (09:30-20:00), on Community Fire Safety (CFS), Home Fire Safety Visits (HFSV) and Community Engagement

Rationale: Prevention activities are a core part of our improvement plans and grouping these together allows us to respond to changing needs and environments

LFB has recently updated the calculation for station staff time spent on Prevention activity making reporting more accurate and including the relevant categories. Due to changes in calculations, visual audits have been removed from Protection and included in Prevention. LFB is now reporting on the new dataset in relation to Prevention activity.

LFB has been above target for the percentage of staff time spent on Prevention for the last financial year. As expected, and in line with previous years, prevention activity decreased in December due to the winter holiday. The quarterly and YTD performance remains well above target.

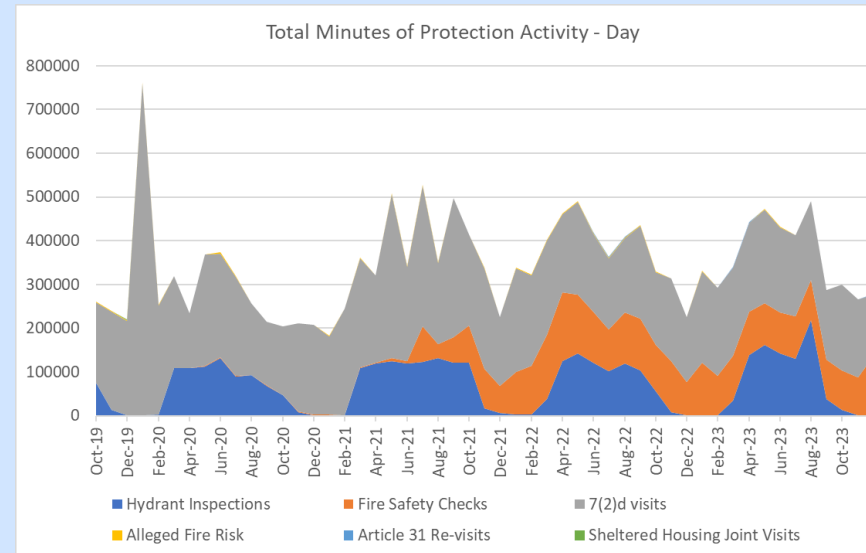
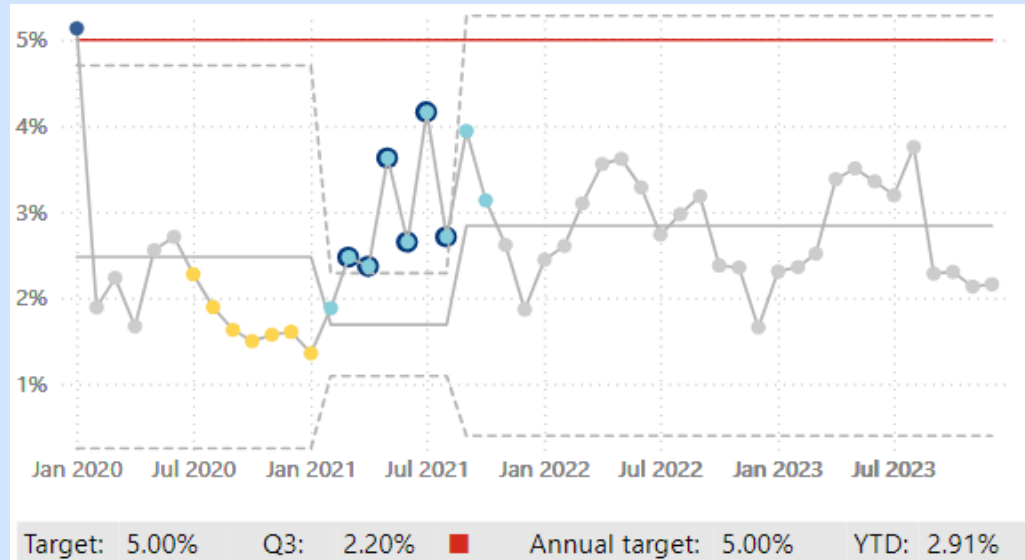
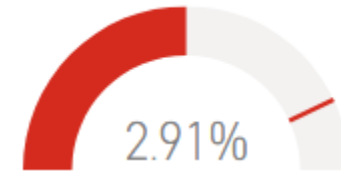


Protecting You

We will design services around your needs and concerns

C4-02: Station staff time spent on Protection - Day

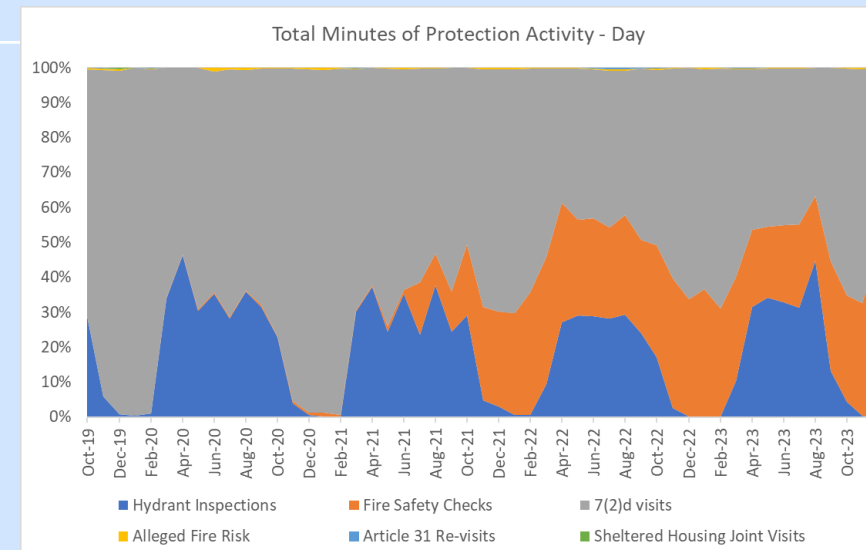
YTD actuals vs target



KPI definition: Operational staff total minutes spent per month during day shifts (09:30 - 20:00) on Fire Safety Check visits, Outside Duty (72.d inspections), visual audits and hydrant inspections

Rationale: Protection activities are a core part of our improvement plans and grouping these together allows the organisation to respond to changing needs and environments

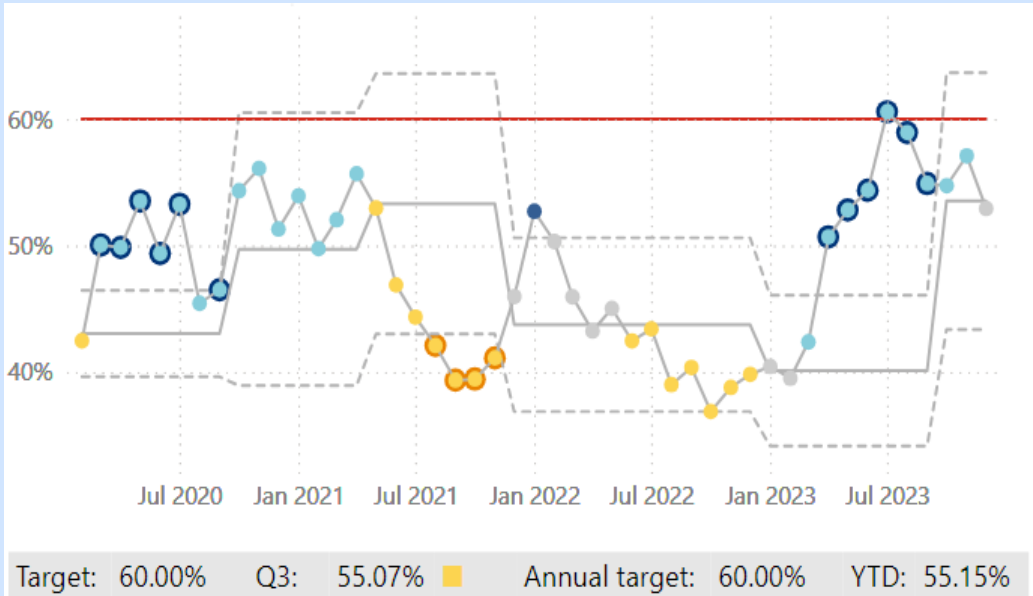
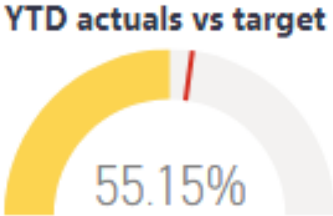
LFB has recently updated the calculation for station staff time spent on Protection activity making reporting more accurate and including the relevant categories. Due to changes in calculations, visual audits have been removed from Protection and included under Prevention. LFB has been below the existing target for the last financial year, averaging performance of just under 3%. Hydrant Inspections are seasonal, which accounts for a decrease in the proportion spent on Protection in the last quarter.



Protecting You

We will design services around your needs and concerns

C4-03: % of high-risk home fire safety visits



KPI definition: Visits to households which have been identified as at a higher risk of experiencing an accidental dwelling fire and/or being injured as a result of a fire

Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

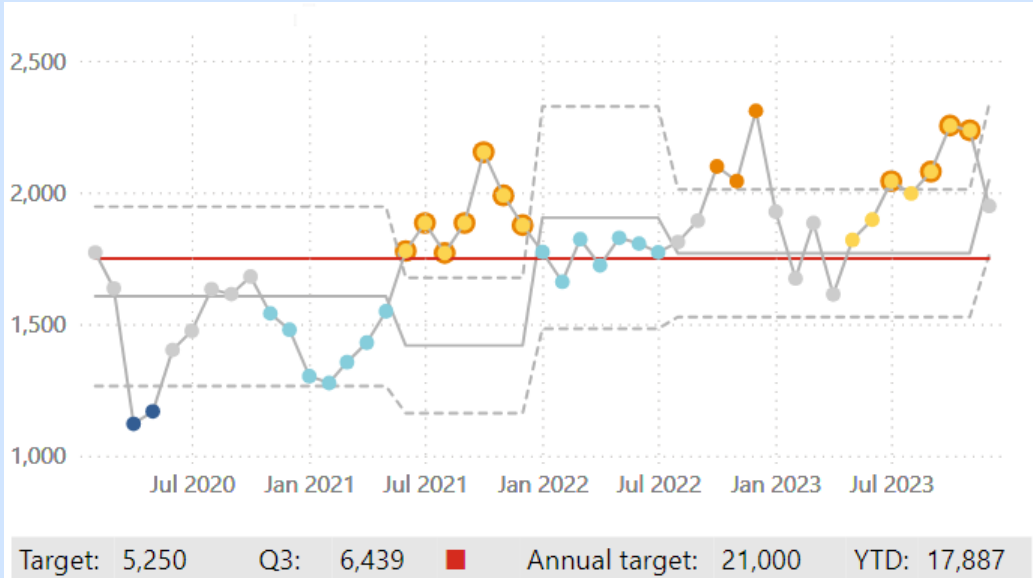
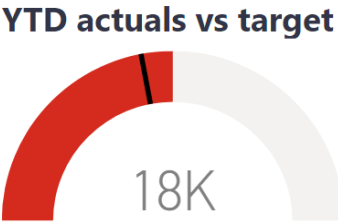
LFB’s delivery of and prioritisation of high-risk home fire safety visits (HFSVs) has been recognised in the recent HMICFRS lifting of a ‘cause of concern’, with positive recognition that the Brigade’s whole approach to prevention and HFSVs has changed, making the most vulnerable safer. This has led LFB to set a more challenging target of 60% of all HFSVs to be undertaken at high-risk properties.

LFB is currently just short of this target YTD; however there has been positive improvement compared to the previous financial year following the introduction of the new Home Fire Safety Strategy. As expected, performance decreased in December in line with the seasonal decrease seen every winter holiday.

Protecting You

We will design services around your needs and concerns

C4-04: False alarms due to automatic fire alarm (AFA) in non-domestic buildings



KPI definition: Monthly count of false alarms relating to automatic fire alarms that have actuated in other residential (places that accommodate people on a temporary basis) and non-residential properties (places that do not accommodate people) that have been categorised by the Home Office

Rationale: We propose to continue the current London Safety Plan indicator whilst we review our response to automatic fire alarm actuation

LFB’s unnecessary attendance to automatic fire alarms (AFAs) would reduce if the Brigade adopted best practice from other fire and rescue services and implemented an informed, risk-based response.

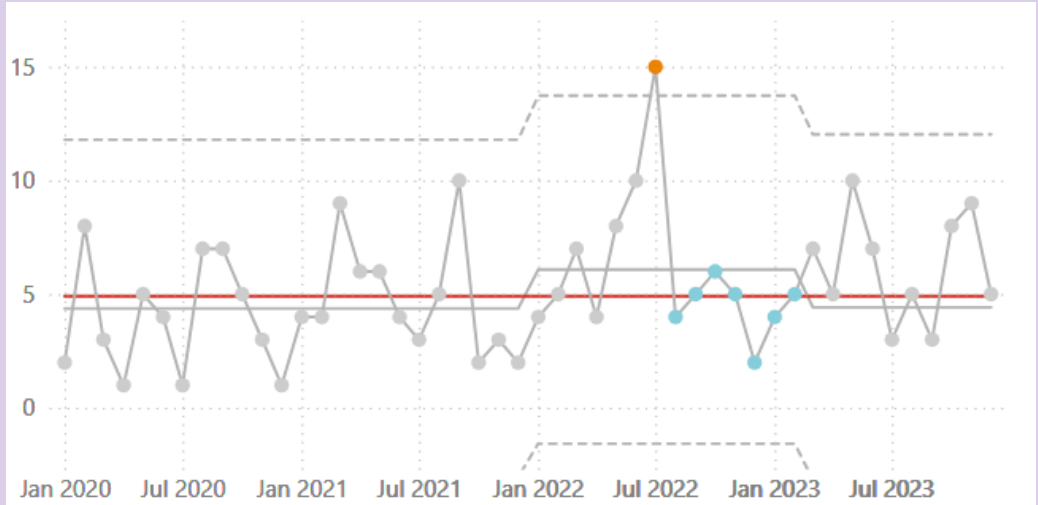
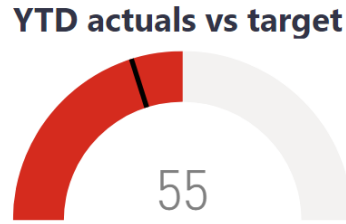
LFB has proposed adopting that approach in its strategic plan. We have completed the external consultation and the results have been reviewed and reported by an independent consultant, who noted that “overall, respondents were generally supportive of the proposed change, with exactly half (50%) explicitly stating that they had no concerns regarding its implementation.”

The independent consultant’s report has been subject to a full analysis, with further data being obtained where required, in order to address all the key points and themes raised. A paper that reflects the consultation analysis is scheduled to go to Commissioner’s board and DMFR board in February which will seek delegated authority to plan and implement the proposal.

Learning from Others

We will enable our people to be the best they can be, to serve you better

C5-01: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations



Target: 15 Q3: 22 Annual target: 59 YTD: 55

KPI definition: Total monthly Injuries that have been reported to the Health and Safety Executive where there is a specific injury which has affected a person's ability to work 7 days after the injury had occurred

Rationale: LFB strives to be an organisation where staff feel safe at work

There were 22 injuries reported under RIDDOR in Q3 2023/24. This is high for quarter 3, compared with other years. For the rolling 12-month period to the end of Q3 2023/24 there have been 71 RIDDOR injuries, which is above target.

All injuries in Q3 were to firefighters, with 18 injuries occurring at operational incidents, three injuries occurring during operational training events and one injury during general activities. One injury was reported as a 'specified' injury, which was a firefighter who fractured their ankle while descending the firefighter pole on station. All other injuries were reported as 'over 7 day' injuries. There was an increase in injuries while 'forcing entry' to premises. Where injury occurs during this activity it is more likely to be a RIDDOR-reportable injury (i.e. more serious). Forcing entry as an activity is under discussion with relevant officers with a view to identifying control measures to reduce both the likelihood and severity of these injuries.

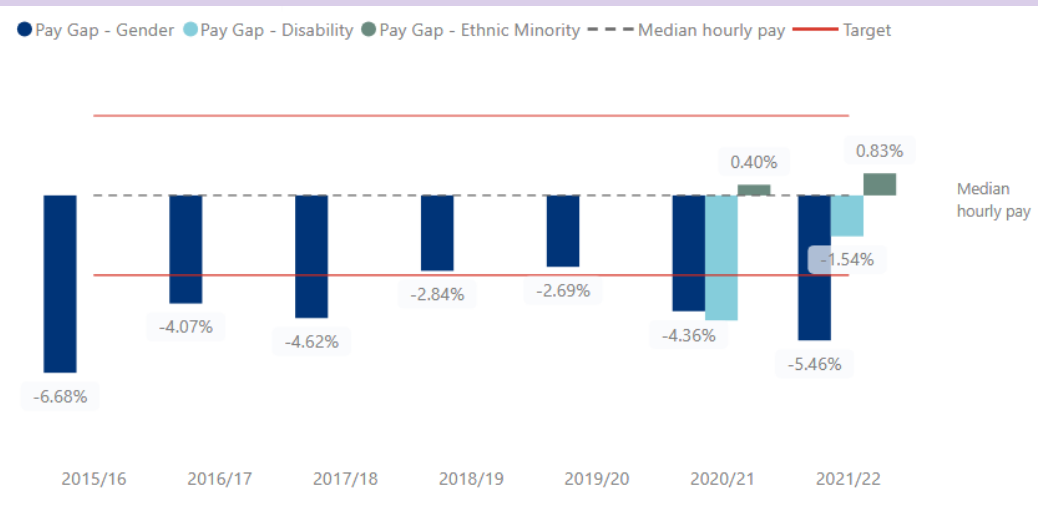
All injuries are investigated, and recommendations are made to prevent recurrence. Of the 22 injuries reported in this quarter (as of 25 January 2024), 20 investigations have recommended actions to prevent a recurrence. The remaining two investigations are ongoing.

Common themes in injuries are identified and organisational actions are taken where appropriate, which includes the recent roll out of analytical risk assessment, a staff survey relating to safety culture, manager communication on specific safety issues to the work force and focused internal safety campaigns.

Learning from Others

We will enable our people to be the best they can be, to serve you better

C5-02: Pay Gap



KPI definition: Pay gap – Gender - pay gap percentage based on the difference between the median hourly pay for men compared to the median hourly pay for women at the end of each financial year

Pay gap – Ethnic Minority - pay gap percentage based on the difference between the median hourly pay for white staff compared to the median hourly pay for Ethnic Minority staff at the end of each financial year

Pay gap – Disability – pay gap percentage based on the difference between the median hourly pay for disabled staff compared to the median hourly pay for non-disabled staff at the end of each financial year

Rationale: LFB staff should be paid equally regardless of any protected characteristics

C5-02A: Pay Gap – Gender

Target: 3.00% Q3: -5.46% ■ Annual target: 3.00% YTD: -5.46%

C5-02B: Pay Gap - Ethnic Minority

Target: 3.00% Q3: 0.83% ■ Annual target: 3.00% YTD: 0.83%

C5-02C: Pay Gap - Disability

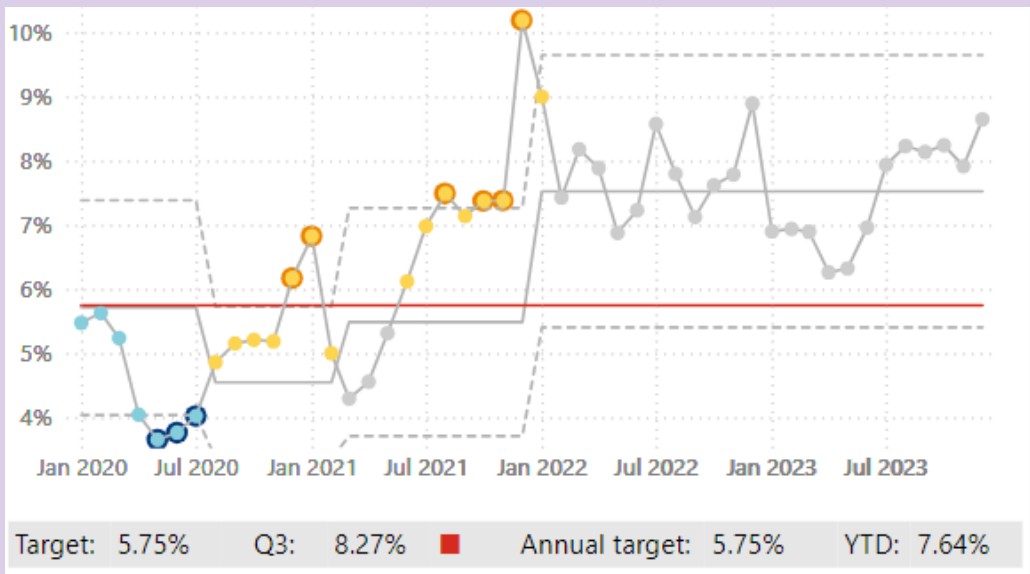
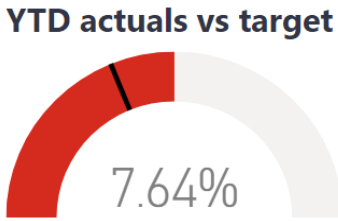
Target: 3.00% Q3: -1.54% ■ Annual target: 3.00% YTD: -1.54%

The Pay Gap data for 2022/23 will be published by 31 March 2024 and reported as part of Q4

Learning from Others

We will enable our people to be the best they can be, to serve you better

C5-03: Staff Sickness



KPI definition: Total number of lost working days due to sickness absence (both short term and long term) accrued over a given month as a percentage of the total number of working days completed by all LFB employees over the same period

Rationale: We expect sickness rates to decrease following planned improvement programmes on staff wellbeing

Sickness continues to report above target, we have seen an uptick since March 2023 which is likely to become an upwards shift in the next quarter. The last quarter was 2.5% points higher when compared to the annual pre-Covid average.

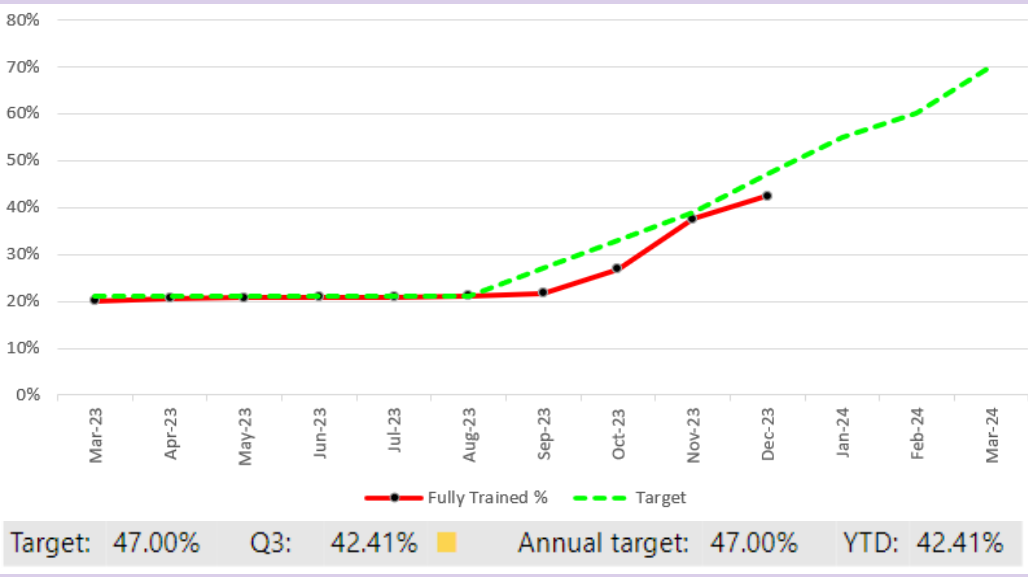
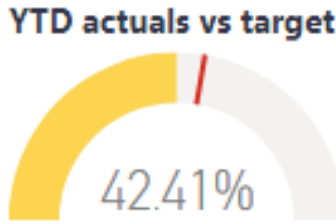
SAD (Stress, Anxiety and Depression) has driven the increase. The Wellbeing Team is working with a project team to explore causes of SAD absence and identify red flags that signal the need for early intervention, as well as the triggers that are needed to generate interventions to support mental health and wellbeing. The objective is to provide a more evidence-based delivery of wellbeing service provision by exploring further supporting data analysis.

Long-term sickness continues to constitute the majority of sickness, at 5.2% for quarter three. Given the significant operational and financial impacts of staff absence due to sickness and other factors, particularly within Fire Stations, we have also started an Attendance Management Review, led by People Services in collaboration with Fire Stations and others stakeholders. This will review current working practices and their effectiveness when dealing with relevant aspects of attendance. It will cover policy, implementation, types of absence, their application and management with the goal of absence reduction through simplification, support and training.

Learning from Others

We will enable our people to be the best they can be, to serve you better

C5-04: Percentage of Ops staff trained to respond to marauding terrorist attacks



KPI definition: Total number of staff that have completed theory or practical training in Marauding Terrorist Attack Response as a percentage of eligible staff

LFB continues the mass roll-out of MTA training and will be the first service and one of only two in the country to have all front-line firefighters fully equipped for the most serious terror incidents. As predicted, large numbers of staff completed practical training in Q3 which brought the overall completion rate back in line with the trajectory in November.

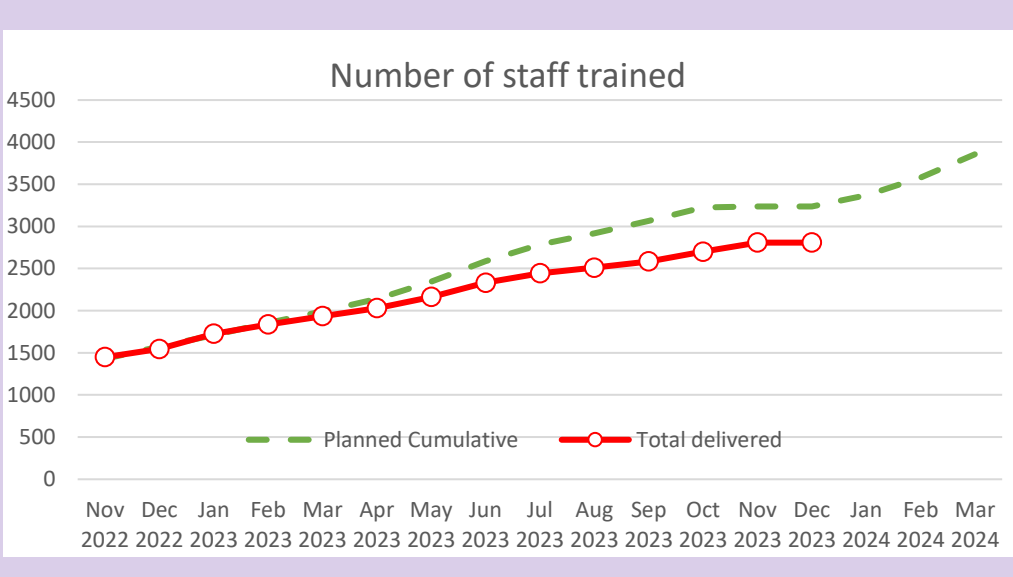
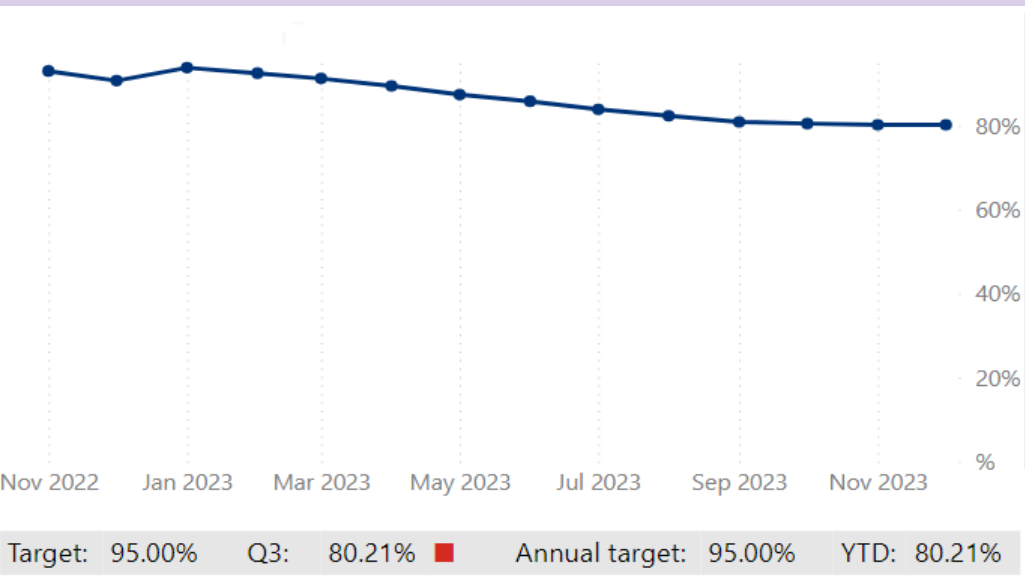
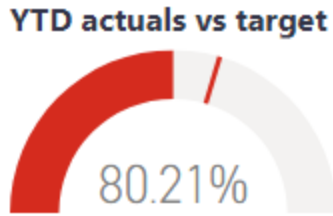
The delivery of the practical element is dependent on the availability of strategic resource and Planned Release of Personnel (PROP) which has been assigned for MSA breathing apparatus training in January and LFB Values and culture in February, so as a contingency we have decided to accelerate the MTA theory sessions in the meantime and we then plan to undertake additional MTA practical training in March and April.

Whilst this indicator is reporting as off target at the end of Q3 and overall delivery is expected to be delayed, we are on target for the priority segments of the project so far: Priority 1 Boroughs went live in April, Priority 2 Boroughs went live in December 2023. Priority 3 Boroughs will be approximately 6 weeks late and expected go live in May 2024. All theory training is on track.

Learning from Others

We will enable our people to be the best they can be, to serve you better

C5-05: Percentage of managers who have completed training against plan



KPI definition: Total number of staff that have completed Leadership training as a percentage of eligible staff
Rationale: We want to ensure LFB staff are given the training and resources to manage their services and teams effectively

LFB supervisory and middle leaders receive face-to-face leadership training, with the aim of supporting their development, improving culture and addressing the recommendations laid out in the Grenfell Tower Inquiry, LFB Culture Review and HMICFRS inspection. At the end of Q3, 2,808 staff had received this training; this equates to 80% of those we had planned to train by this time.

The C5-05 KPI target relates to the Frank Bailey (FB), Gillian Tanner (GT) and Colin Townsley (CT) leadership programmes which were launched in 2022. For the Colin Townsley programme, only workshop one (LFB Behaviours) is counted towards the KPI.

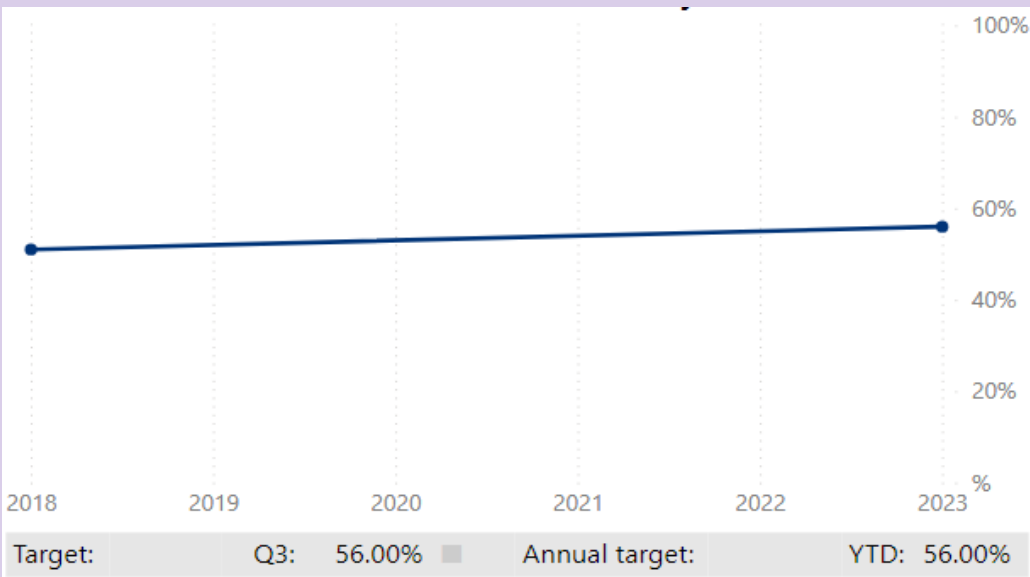
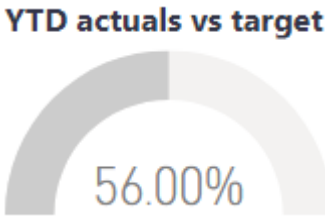
The CT workshop one has now ceased due to the introduction and roll out of the new LFB Values and as a result, the additional training capacity has been redirected into the delivery of CT workshop two (Challenging conversations, building and maintaining trust, and psychological safety). As CT workshop one is no longer delivered, there will be an impact on year end performance, with an expectation that 83% of staff will be trained by the end of the financial year. A detailed programme of work is being developed and is being monitored via the Leadership Model of Trust project as part of Programme 5. It is anticipated that delivery will commence in February 2024, with further elements rolling out until April 2025.

The LFB Values rollout is progressing well. All staff are receiving three inputs to help launch and embed the values in all that we do: all staff will receive a strategic briefing from a senior leader, be part of a workshop with the LFB Leadership Academy, and participate in a Values Audit within their team. All inputs are due to be completed by the end of February 2024. The evaluation information from the Leadership Academy sessions shows that 98% of delegates who provided feedback were able to list the LFB values and understood what the LFB Values mean. 97% of delegates who provided feedback understood how to demonstrate LFB Values.

Learning from Others

We will work together to provide the best possible services to meet your needs

C6-01: I would recommend LFB as a place to work to my friends and family



KPI definition: Percentage of staff in staff survey who agree with the statement "I would recommend LFB as a place to work to friends and family"

Rationale: We want to ensure LFB staff consider us a great employer

LFB’s most recent staff survey took place in April 2023. Almost 4,000 staff took part, more than 70% of the Brigade’s workforce, a significant improvement on previous survey engagement.

The results were shared with staff at an all-staff meeting the following month and published on the Brigade's staff intranet site. In this survey 56% of staff felt they would recommend working at LFB, and the Brigade is aiming to improve this in future surveys. The data has informed an action plan set against the results of the wider survey. A pulse survey will run in early 2024, followed by a full staff survey in autumn 2024.

The 2024 surveys will revert to the question ‘I would recommend LFB as a great place to work’, which was the question asked in the 2018 staff survey. Removing the ‘family and friends’ element of the question will support the Brigade in delivering against the Mayor of London’s recruitment goals for all occupational groups. It also facilitates the Brigade with benchmarking.

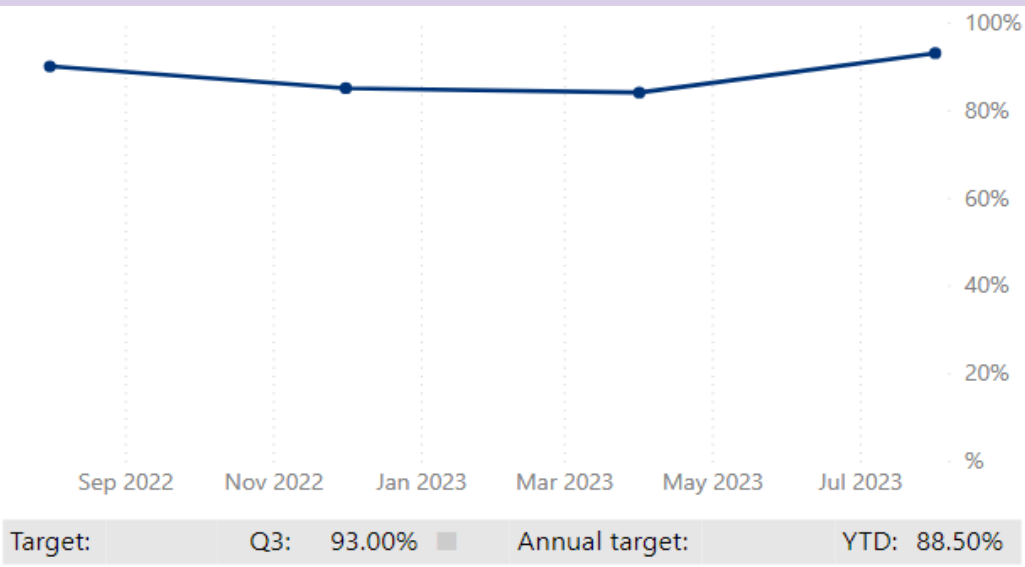
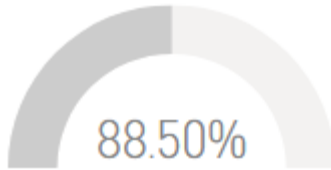
The Brigade will finalise short and long-term targets for improvement against this question in spring 2024. LFB is committed to driving up this indicator through joined-up activities across the Brigade, supported by a comprehensive communications campaign setting out our transformation journey in a way that resonates with our staff.

Learning from Others

We will work together to provide the best possible services to meet your needs

C6-02: LFB is trusted to serve and protect London

YTD actuals vs target



KPI definition: Polling by YouGov - percentage who agree with the statement “LFB is trusted to serve and protect London”

Rationale: Having the trust of the community we serve is integral to the organisation

LFB has been carrying out public opinion polling twice a year since early 2019. Public opinion polling is one of the measures we use to understand how different communities across London feel about LFB, what their levels of trust are and how they understand or interact with our services.

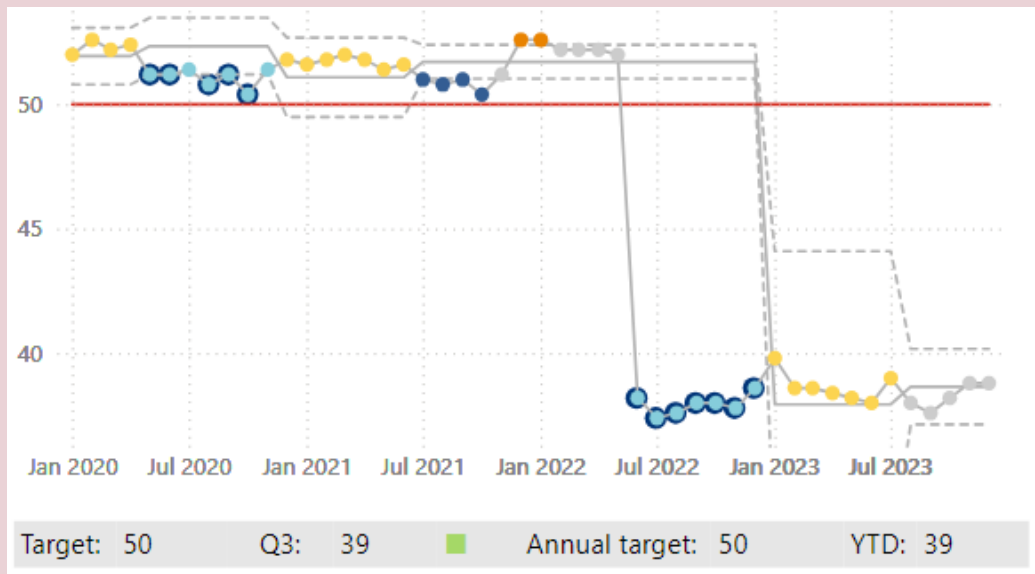
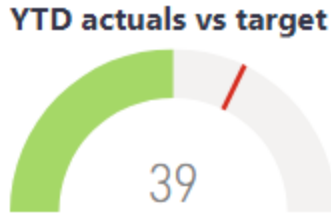
In August 2023, 93% of those asked agreed that LFB is ‘trusted to serve and protect’, which compares with 84% in April 2023 and 85% in December 2022.

The Brigade is working to build public trust through our Communications and Engagement Strategy, which sets out how we will use communications to build trust in LFB; and how we will serve and protect London by using communications to prevent fires and other incidents, change public behaviour and promote public safety.

Adding Value

We will be driven by evidence to give you the value you expect

C7-01: Number of fire deaths (5 year rolling average)



KPI definition: 5 year rolling average of fatal casualties as a direct or indirect result of injuries caused by a fire incident

Rationale: Preventing fire deaths is a core part of the London Fire Brigade's purpose

The all fire deaths (5 year average) is reporting below target at an average of 39.

Smoking continues to be the prevalent cause of fatal fires. Our new approach to Home Fire Safety Visits supported by the online checker, sees a shift of our services to focus on the most vulnerable/at risk in our communities. Data shows that those most likely to die in a fire have vulnerabilities, but have not interacted with LFB.

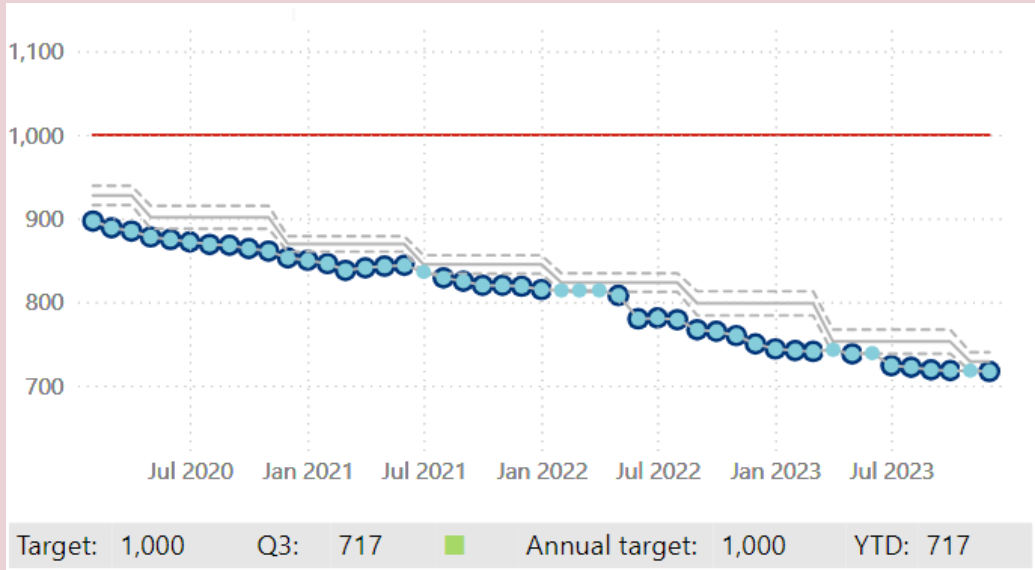
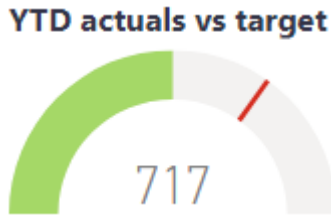
We continue to monitor emerging fire trends from lithium-ion batteries, particularly those in E-bikes and scooters, which have resulted in 3 deaths. The Brigade is developing its response to this risk and our #ChargeSafe campaign is raising awareness of the risks associated with lithium batteries with both communities and stakeholders. As part of other campaign work, LFB is also liaising with the Regulator – the Office of Product Safety & Standards - to call for better regulation of online marketplaces and more research into fire hazards.

LFB is grateful for the support of the Deputy Mayor for Fire and Resilience in raising this risk with stakeholders including at parliamentary level.

Adding Value

We will be driven by evidence to give you the value you expect

C7-02: Number of Fire Injuries (5 year rolling average)



KPI definition: 5 year rolling average of casualties as a direct or indirect result of injuries caused by a fire incident

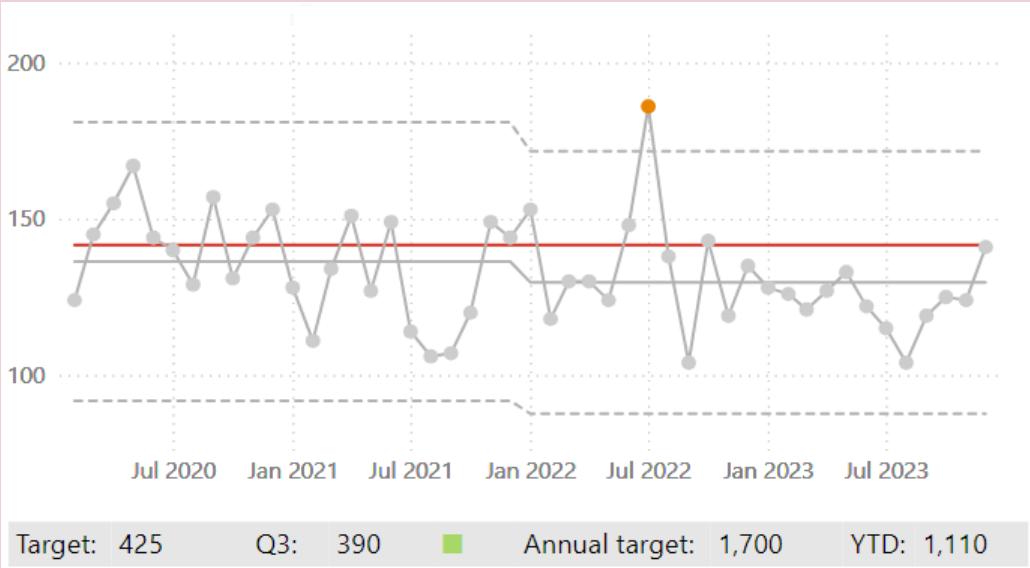
Rationale: Preventing fire injuries is a core part of the London Fire Brigade’s purpose

This KPI continues to perform within target and with a positive downward shift. This is anticipated to continue with the introduction of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards the local risk and needs of the community.

Adding Value

We will be driven by evidence to give you the value you expect

C7-03: Number of Fires – Houses & Bungalows



KPI definition: Total monthly figure of fires that have occurred in a house or bungalow of single occupancy

Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

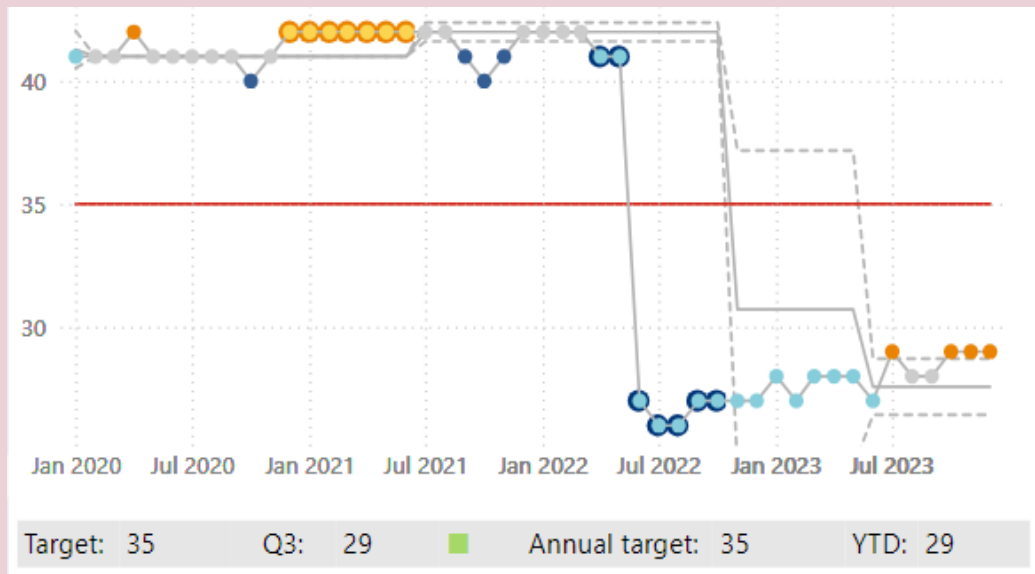
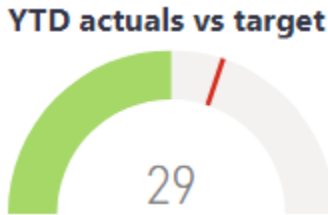
Performance continues to be within target and there has been a below-average number of fires in these properties for 6 out of the last 7 months.

This will be monitored closely to consider the impact of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards the local risk and needs of the community.

Adding Value

We will be driven by evidence to give you the value you expect

C7-04: Accidental fire deaths in the home (5 year average)



KPI definition: 5 year rolling average of fire deaths in dwellings caused by an accidental fire
Rationale: Monitoring the number of accidental deaths in the home enables us to assess trends and undertake analysis where we see an increase

Accidental fire deaths in the home are reporting at a 5-year average of 29, which is lower than LFB had predicted. Whilst this is welcome, accidental dwelling fires are often preventable and many share similar characteristics and circumstances. The reduction in the number of fire fatalities is a key organisational objective for the Brigade. After each accidental fatal fire, a Fatal Fire Review is held to discuss the incident and identify organisational learning that directs or supports work to prevent similar future deaths.

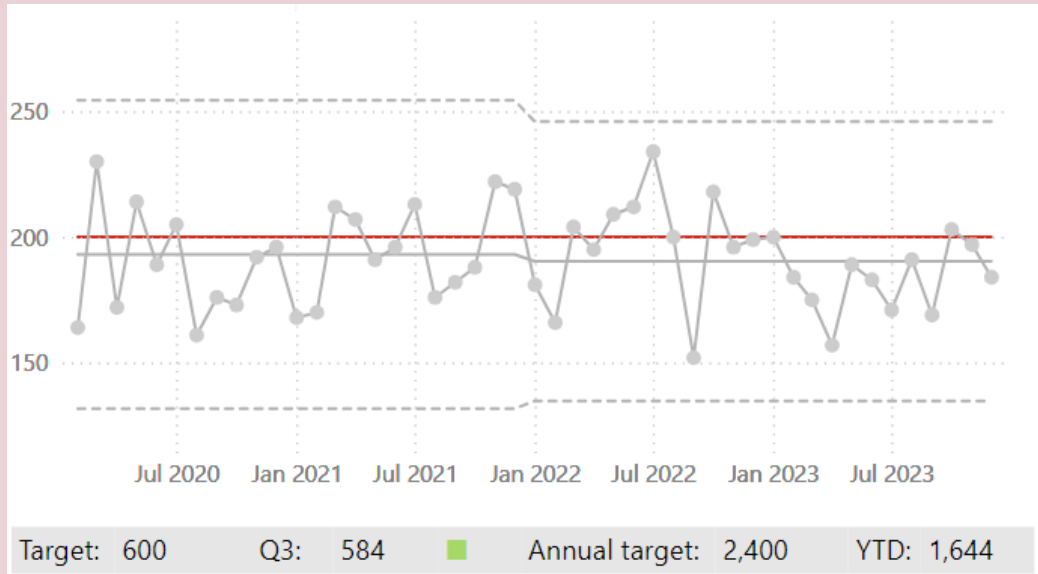
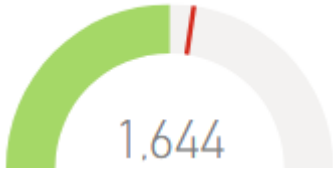
This organisational learning is captured and is shared and accessible to all staff via [FireFacts on the London Datastore](#). Further support and guidance for all Brigade borough commanders is provided by the Prevention Strategy and Policy team. Further analysis of the data highlighted that the average number of accidental fire deaths has been adversely impacted by the tragic death of 6 people in a single house fire in Hounslow in November, as well as 3 fire deaths in 2023 attributed to e-bikes/e-scooters – the first fire deaths of this type. The #Chargesafe campaign is specifically raising awareness of this emerging issue.

Adding Value

We will be driven by evidence to give you the value you expect

C7-05: Number of fires - Flats

YTD actuals vs target



KPI definition: Total monthly figure of fires that have occurred in purpose-built flats or maisonettes of all storeys

Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

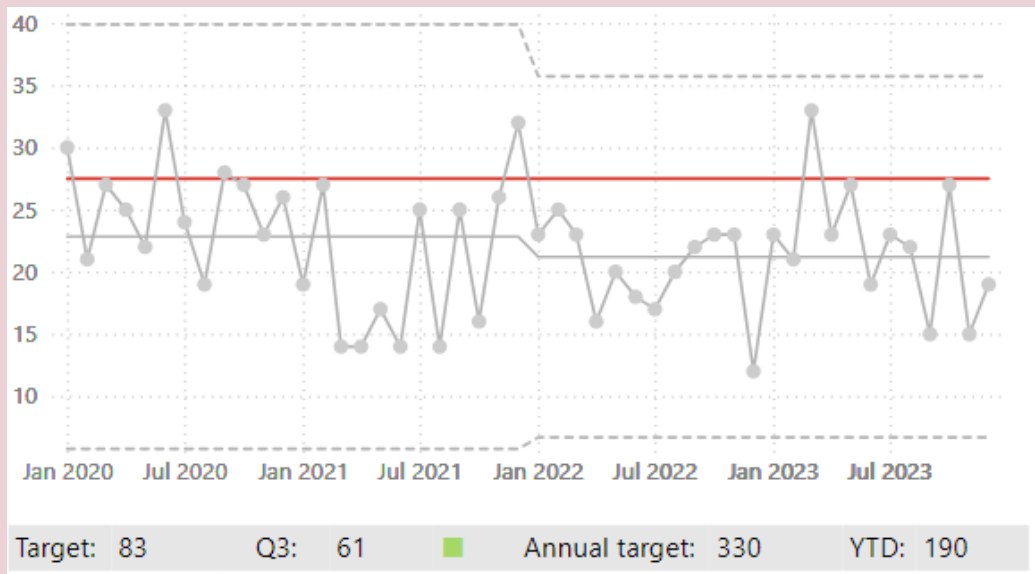
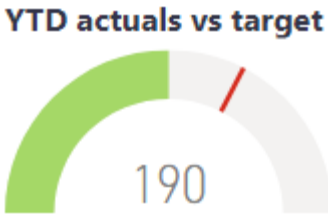
This performance continues to be within target and has been stable across the last quarter. The year-to-date figure remains within target.

This performance will be monitored closely to consider the impact of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards the local risk and needs of the community.

Adding Value

We will be driven by evidence to give you the value you expect

C7-06: Number of fires - Care homes



KPI definition: Total monthly figure of fires that have occurred in self-contained sheltered housing, residential home, children's home or nursing/care home

Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

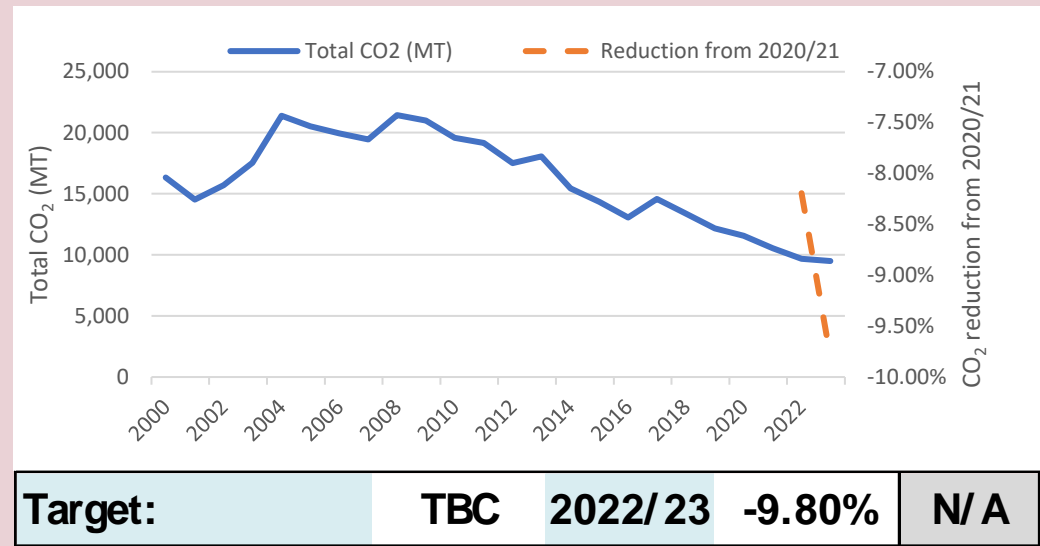
The number of care home fires is currently reporting as being less than LFB had predicted, which is welcome and may reflect the level of activity across all boroughs to try and reduce this risk. However, this remains an area of concern for LFB and work is underway to recruit a specialist officer to focus on care homes across prevention and protection activities in the central team.

The care sector provides particular challenges in that it is a combination of risk in the buildings and mitigating risks with those living in care/supported facilities, along with the turnover of staff working in the care profession. However, we are looking to build our work in directly engaging with those in the care sector, as well as further developing our digital self-service tools that are specifically aimed at the care sector. Although there remain challenges in recruiting staff with 'in-demand' technical skills, it is anticipated that a specialist officer will be recruited and in post by the early summer of 2024.

Adding Value

We will be driven by evidence to give you the value you expect

C7-07: Net zero carbon by 2030 (annual data)



KPI definition: All direct (scope 1) and indirect (scope 2) CO2 emissions from activities of the London Fire Brigade or under its control, collated in accordance with the methodologies laid out in the Greenhouse Gas Protocol

Rationale: LFB has a key role as a large public sector organisation to reduce our impact on the environment

LFB has worked hard to make further progress in meeting the 2030 net zero target. To realise that ambition fully there will need to be significant financial investment through appropriate funding or borrowing to radically improve power supply infrastructure and fleet. This is recognised by colleagues in both national government and the GLA who have done much to support LFB and discussions are underway as to how the next stage of meeting this target can be achieved.

Participating in the GLA group Power Purchase Agreements (PPA) will reduce emissions further and any remaining emissions associated with the specialist vehicles that can't be electrified or made zero emissions on this timeframe will need to be offset until we can switch to zero emission alternatives in the 2030s. It will not be possible to fully electrify all the fire appliances and associated specialist equipment by 2030, and so these vehicles represent some of the residual emissions that will need to be offset, until these appliances can be made fully electric, likely later in the 2030s.